Alberta

Freedom To Create. Spirit To Achieve.

Infrastructure

Annual Report
2008-2009

Government of Alberta

CONTENTS

2 Preface

3 Minister's Accountability Statement

4 Message from the Minister

6 Management's Responsibility for Reporting

Overview

8 Highlights

10 Organizational Chart

11 Operational Overview

14 2008-09 Key Activities

Results Analysis

18 Deputy Minister's Message

19 Auditor General's Report

20 Expense by Core Business

21 Expense by Function

22 Discussion and Analysis of Results

- 22 Core Business 1 – Support the efficient provision of public infrastructure in Alberta
  - 23 Goal 1 – Safe, innovative and cost-effective health and education infrastructure for Albertans
  - 29 Goal 2 – Excellence in the development and operation of government properties
- 34 Core Business 2 – Ensure effective environmental stewardship of public infrastructure
  - 34 Goal 3 – Environmental sustainability of public infrastructure
- 37 Core Business 3 – Shared leadership and coordination of government accommodation and support services
  - 37 Goal 4 – Strategic accommodation and support services for Albertans

40 Corporate Strategies

42 Methodology and Data Sources

Financial Information

49 Table of Contents

50 Auditor General's Report

51 Financial Statements

Alphabetical Listing of Government Entities' Financial Statements Ministry 2008-09 Annual Reports

Preface

The Public Accounts of Alberta are prepared in accordance with the *Financial Administration Act* and the *Government Accountability Act*. The Public Accounts consist of the annual report of the Government of Alberta and the annual reports of each of the 24 Ministries.

The annual report of the Government of Alberta released June 30, 2009 contains the Ministers' accountability statements, the consolidated financial statements of the Province, and *The Measuring Up* report, which compares actual performance results to desired results set out in the government's business plan.

This annual report of the Ministry of Infrastructure contains the Minister's accountability statement, the audited financial statements of the Ministry and a comparison of actual performance results to desired results set out in the Ministry business plan. This Ministry annual report also includes other financial information as required by the *Financial Administration Act and Government Accountability Act*, either as separate reports or as a part of the financial statements, to the extent that the Ministry has anything to report.

Minister's Accountability Statement

The Ministry's annual report for the year ended March 31, 2009, was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as at September 14, 2009 with material economic or fiscal implications of which I am aware have been considered in the preparation of this report.

Original signed by:

Jack Hayden
Minister of Infrastructure

Message from the Minister

Infrastructure plays a critical role in the success of our province and Albertans' quality of life. Public facilities provide students with safe learning environments, enable families to access the health services they need, and allow government to deliver core services to Albertans throughout the province.

The Ministry of Infrastructure and its partner ministries are committed to ensuring public infrastructure is provided in a timely, cost-effective, efficient manner, and in the best interest of Alberta's taxpayers. In 2008-09, support for infrastructure was identified as a top priority for Alberta's new government, including providing the schools, hospitals and other public infrastructure required to meet the needs of a growing economy and population. As Minister of Infrastructure, my mandate was to increase the efficiency of health and education infrastructure design and construction.

In a year marked with significant accomplishments, the Alberta Schools Alternative Procurement I (ASAP I) public-private partnership (P3) project was a major highlight. Construction on all schools began in fall 2008, putting us on track to deliver 18 new Alberta schools by September 2010; two years earlier than what would be possible through conventional construction methods. Building on the success of ASAP I, planning and design work began on ASAP II, which will deliver an additional 14 new schools to six Alberta communities.

This year we added two new core school designs to our mix of five showcased last year. As part of our effort to further the delivery of educational facilities in a timely, cost-effective, efficient and environmentally sustainable manner, these core school designs are intended to be used as the provincial standard for all new schools built in Alberta including the ASAP elementary and middle schools.

In summer 2008, we announced another important investment in Alberta's public school infrastructure. Jointly funded by government and the City of Calgary, planning and design work began on a replacement school for Calgary's Ernest Manning School. This unique project achieves efficiencies, in part, from basing the new West Calgary High School design on that of an existing school. Like all new government built facilities, the new school will be designed to meet stringent environmental standards and efficiencies. In addition, environmental benefits are extended beyond school doors as the Ernest Manning School demolition helps increase access to public transit by making room for a new light rail transit station.

Throughout the year, we continued to make progress on a number of major infrastructure projects already underway. For example, construction continued on:

- a new Research and Production Greenhouse at the Brooks Crop Diversification Centre South. With advanced technologies and four times larger than the previous greenhouse, this one of a kind in western Canada facility is expected to be completed by the end of 2009;
- phase two of the Calgary Courts Centre which includes renovating the historic Court of Appeal building; and
- Edmonton's new state-of the art Remand Centre, the largest government-owned building project ever undertaken by the Province.

We also announced plans to move forward with the restoration of the historic Federal Building in Edmonton, the development of a new green-space plaza on site, and the creation of a master plan for the entire Alberta Legislature grounds. These projects will play an important role in the rejuvenation of downtown Edmonton as well as the long-term goal of increasing the access and appeal of the Legislature grounds for all Albertans.

Part of ensuring efficiency in infrastructure includes constructing and maintaining our facilities to be both energy and environmentally friendly. The Alberta government is leading by example on climate change and this includes adopting the Building Owners and Managers Association (BOMA) Building Environmental Standards (BESt) certification for existing government buildings and as a minimum, the Leadership in Energy and Environmental Design (LEED) Silver certification for all new government building projects.

Both LEED and BOMA BESt make government buildings safer and healthier for Albertans who use them. The Calgary Courts Centre and the 32 new ASAP schools are examples of new buildings designed to meet LEED Silver standards; and as of March 31, 2009, with 65 buildings BOMA BESt certified or undergoing final reviews, we are well past halfway to our goal of certifying 80 to 90 buildings (representing all of government's major owned buildings) by the end of 2009-10.

This year, we introduced Bill 19, the *Land Assembly Project Area Act*. Bill 19 established important changes to an existing process that will ensure Albertans are well-informed and the rights of landowners are respected when government acquires land for future large-scale infrastructure projects such as transportation utility corridors or projects related to the conservation or management of water.

Looking Ahead

The last few months of 2008-09 brought difficult economic times to world markets. Like most jurisdictions, Alberta was presented certain challenges but with the challenges also came opportunity. For example, construction costs have dropped in some instances, stretching our infrastructure dollar further. This is good news, as we continue to move forward on our ASAP I and II projects, the Edmonton Remand Centre, Calgary Courts Centre, Federal Building, and Alberta Legislature grounds master plan.

Alberta remains committed to its aggressive plan for public infrastructure. We have many tools in our toolbox and options to consider as we work to meet our infrastructure needs. In addition to traditional construction methods we continue to incorporate other methods including using public-private partnerships for projects such as schools; bundling groups of projects together into more cost-effective packages; using construction management techniques that allow us to move forward more quickly with tenders as design work is completed; and using standard designs to create construction and maintenance efficiencies.

In fact, my new mandate is to adopt standard facility designs to increase efficiency in health and education infrastructure design and construction. Benefits of standard designs can include cost savings resulting from reduced design and construction time, and ensuring equality, in that all buildings are built to the same uniform and high provincial standard. We have already begun working with other ministries to identify projects beyond our core school designs that may benefit from the use of standard design. Potential candidates for standard design include long-term care and health clinics, affordable housing projects, and residential housing for seniors.

Daily, I am impressed by the level of talent and professionalism demonstrated by Ministry of Infrastructure staff. I am pleased with our Ministry's accomplishments and look forward to building on our successes as we continue to fulfill the important role of ensuring the safe and efficient public infrastructure that Albertans deserve and expect.

Original signed by:

Jack Hayden
Minister of Infrastructure

Management's Responsibility for Reporting

The executives within the Ministry have the primary responsibility and accountability for the Ministry. Collectively, the executives ensure the Ministry complies with all relevant legislation, regulations and policies.

Ministry business plans, annual reports, performance results and the supporting management information are integral to the government's fiscal and business plans, annual report, quarterly reports and other financial and performance reporting.

Responsibility for the integrity and objectivity of the financial statements and performance results for the Ministry rests with the Minister of Infrastructure. Under the direction of the Minister, I oversee the preparation of the Ministry's annual report, including financial statements and performance results. The financial statements and performance results, of necessity, include amounts that are based on estimates and judgments. The financial statements are prepared in accordance with the Canadian generally accepted accounting principles for the public sector as recommended by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants. The performance measures are prepared in accordance with the following criteria:

- Reliability – Information agrees with the underlying data and with the sources used to prepare it.
- Understandability and Comparability – Actual results are presented clearly and consistently with the stated methodology and presented on the same basis as targets and prior years' information.
- Completeness – Performance measures and targets match those included in Budget 2008. Actual results are presented for all measures.

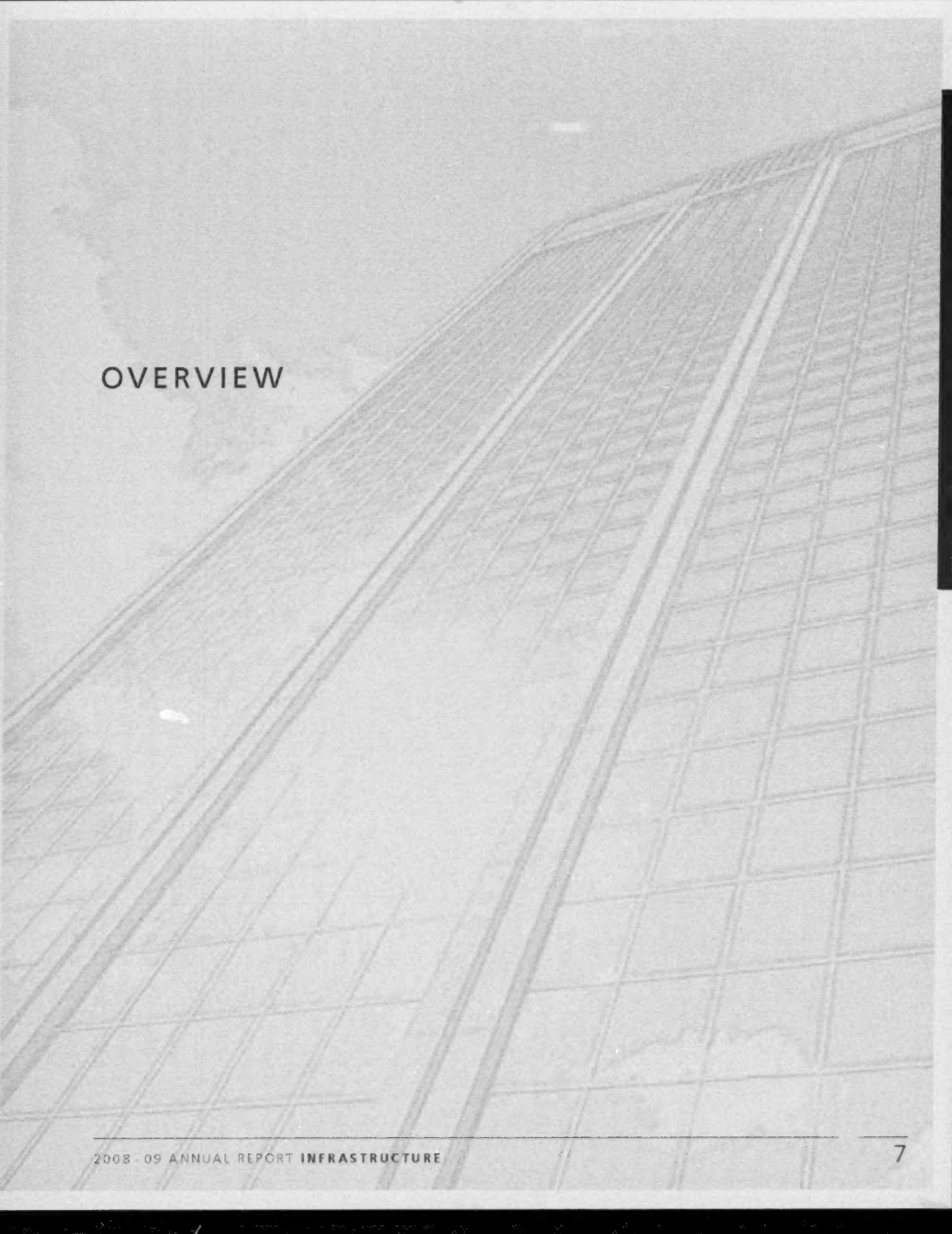
As Deputy Minister, in addition to program responsibilities, I establish and maintain the Ministry's financial administration and reporting functions. The Ministry maintains systems of financial management and internal control, which give consideration to costs, benefits, and risks that are designed to:

- provide reasonable assurance that transactions are properly authorized, executed in accordance with prescribed legislation and regulations, and properly recorded so as to maintain accountability of public money;
- provide information to manage and report on performance;
- safeguard the assets and properties of the Province under Ministry administration;
- provide Executive Council, Treasury Board, the Minister of Finance and Enterprise and the Minister of Infrastructure any information needed to fulfill their responsibilities; and
- facilitate preparation of Ministry business plans and annual reports required under the *Government Accountability Act*.

In fulfilling my responsibilities for the Ministry, I have relied, as necessary, on the executives within the Ministry.

Original signed by:

Barry Day
Deputy Minister
September 14, 2009



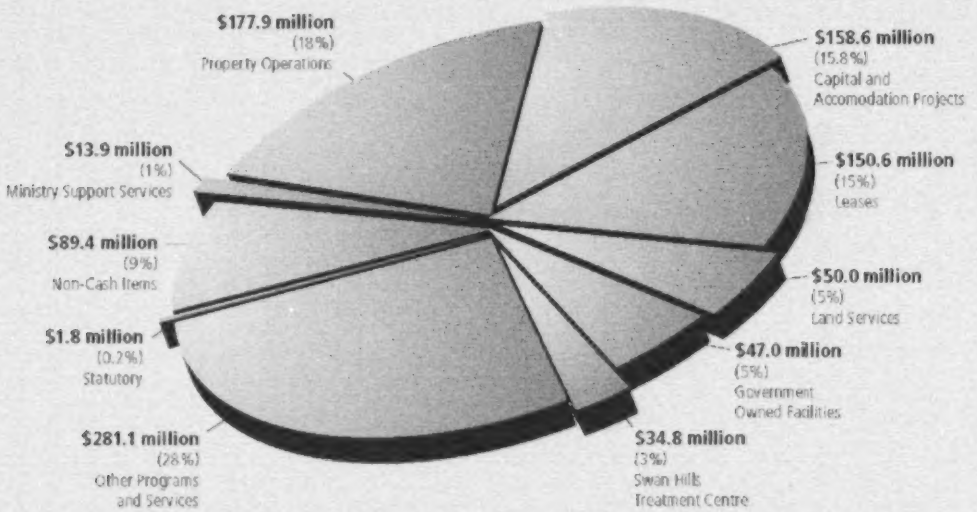
OVERVIEW

HIGHLIGHTS

Financial Highlights

Ministry of Infrastructure
Financial Highlights for the year ended March 31, 2009
(thousands of dollars)

	2009 Estimates	2009 Actual	2008 Actual
			(Restated)
Revenues	$ 50,520	$ 40,424	$ 39,545
Expenses			
Directly Incurred	966,743	775,273	821,700
Statutory (Valuation Adjustments)	—	1,788	4,157
Total Expenses	966,743	777,061	825,857
Gain on Disposal of Tangible Capital Assets	—	15,245	28,457
Net Operating Result	**(916,223)**	**(721,392)**	**(757,855)**
Total Expenses	966,743	777,061	825,857
Capital Expenditures	469,970	227,978	181,830
Total Expense and Capital Expenditures	**$ 1,436,713**	**$ 1,005,039**	**$ 1,007,687**



Financial Position as at March 31, 2009

	2009	2008
		(Restated)
Assets	**$ 2,030,138**	**$ 1,880,467**
Liabilities	**178,224**	**278,654**
Net Assets	**$ 1,851,914**	**$ 1,601,813**

Performance Measure Highlights

Goal	Measure	Target	Result	Achieved
Core Business One: Support the efficient provision of public infrastructure in Alberta				
Goal 1: Safe, innovative and cost-effective health and education infrastructure for Albertans	1.a Percentage of health facilities in good, fair and poor condition.	Good 67% Fair 26% Poor 7%	72% 26% 2%	☑
	1.b Percentage of school facilities in good, fair and poor condition.†	Good 73% Fair 25% Poor 2%	67% 29% 4%	
	1.c Percentage of post-secondary facilities in good, fair and poor condition.	Good 55% Fair 35% Poor 10%	60% 32% 8%	☑
Goal 2: Excellence in the development and operation of government properties	2.a Percentage of government owned and operated facilities in good, fair and poor condition.	Good N/A* Fair Poor	63% 34% 3%	
	2.b Average operating cost per square metre of government owned and operated office space as a percentage of the industry average.†	90%	76%**	☑
Core Business Two: Ensure effective environmental stewardship of public infrastructure				
Goal 3: Environmental sustainability of public infrastructure	3.a Energy consumption in megajoules per square metre in government owned and operated facilities.†	1,750	1,672**	☑
Core Business Three: Shared leadership and coordination of government accommodation and support services				
Goal 4: Strategic accommodation and support services for Albertans	4.a Client satisfaction rating of property development quality of service on a scale of 1 to 6.†	N/A	4.6*** (2007)	☑

† Reviewed by Auditor General

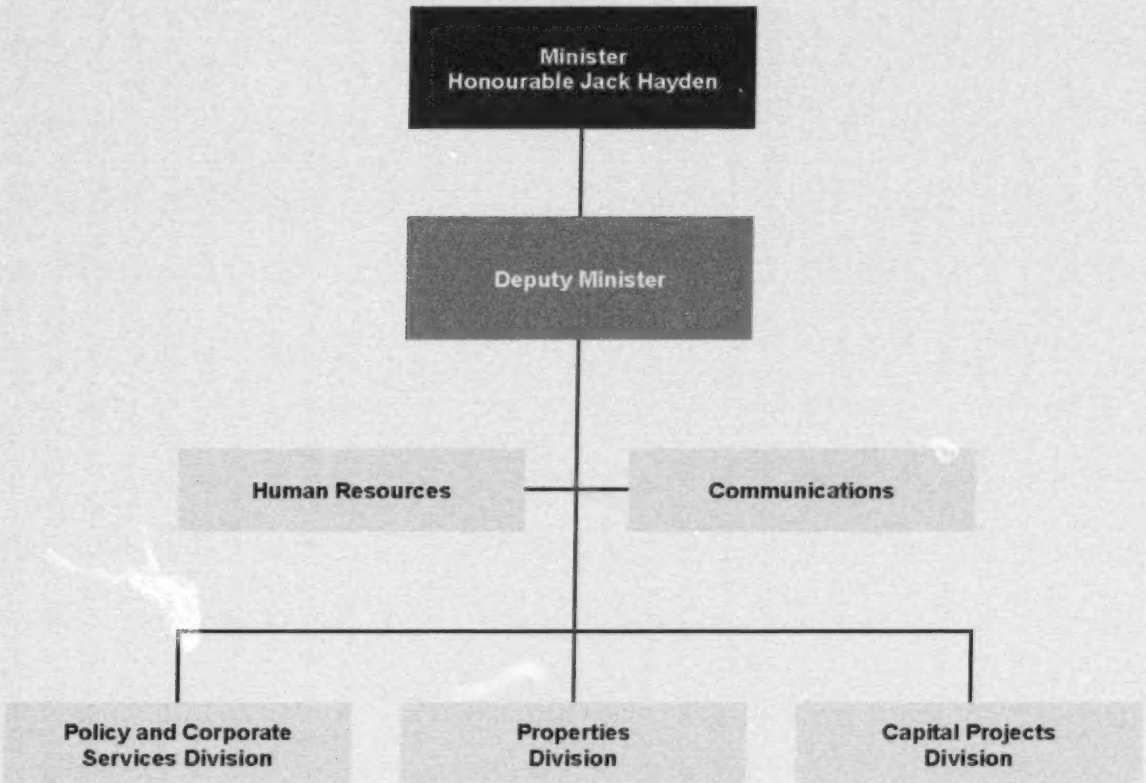
* The target for this measure was based on a previous methodology and cannot be compared to the actual results.

** For these measures, achieving a result below the stated target was desirable.

*** The Client Satisfaction survey is completed every two years.

ORGANIZATIONAL CHART

Ministry of Infrastructure organization as at March 31, 2009



*Policy and Corporate Services and Human Resources are shared services with the Ministry of Transportation

The Ministry of Infrastructure provides leadership in planning, designing and constructing innovative and environmentally friendly public facilities for a changing and growing province. The Ministry works with partners and stakeholders to support the provision of health, learning and other public infrastructure. In doing so, it provides professional and technical expertise on capital planning, design, construction, procurement, costing, project management and facility evaluation and preservation. The Ministry maintains and preserves government-owned properties, and provides accommodation and realty services to all government departments, including space planning and leasing as well as the acquiring and disposing of property. In carrying out its responsibilities, the Ministry provides government with expertise to achieve the Leadership in Energy and Environmental Design (LEED) designation for public buildings. The Ministry also manages the Edmonton and Calgary Transportation and Utility Corridors and the Swan Hills Treatment Centre for hazardous waste.

OPERATIONAL OVERVIEW

Capital Projects Division

Diane Dalgleish
Assistant Deputy Minister
Phone: 780-422-7436
Fax: 780-422-7599
diane.dalgleish@gov.ab.ca

The Capital Projects Division (CPD) works with partner ministries, boards, agencies, and other stakeholders to implement, preserve, and upgrade supported capital infrastructure, including health facilities, schools, post-secondary institutions, and seniors' lodges. The Division delivers major government-owned capital projects to support program delivery, and provides oversight for the department's Capital Plan and technical support for the government capital planning process to the Ministry of Treasury Board and client ministries. CPD staff share expertise in business processes for alternative procurement such as public-private partnerships, including technical leadership of the Alberta Schools Alternative Procurement (ASAP) project. CPD staff also provide advice for the achievement of the Leadership in Energy and Environmental Design (LEED) designation for public buildings.

Properties Division

Bob Smith
Assistant Deputy Minister
Phone: 780-427-3875
Fax: 780-422-1389
bob.smith@gov.ab.ca

The Properties Division (PD) provides professional and management services for the development of regional strategic infrastructure plans, and develops and implements government accommodation and program delivery facility plans. The Division provides facility management services to operate and maintain approximately 1,950 owned and leased facilities across the province, including general office space, museums, courthouses, correctional centres, service buildings and research facilities. PD staff provide leasing and land services to support government accommodation and infrastructure including lease agreements, land acquisition, sales of surplus property, expropriations, and land-planning. In addition, PD staff manage the Edmonton and Calgary Transportation and Utility Corridors, and oversee the operation of the Swan Hills Treatment Centre for the treatment and disposal of hazardous waste.

Policy and Corporate Services Division

Alan Humphries
Assistant Deputy Minister
Phone: 780-415-1339
Fax: 780-422-1070
alan.humphries@gov.ab.ca

The Policy and Corporate Services Division (PCSD) provides shared services and executive support for the ministries of Transportation and Infrastructure. The Division leads major program and policy reviews of government owned and supported facilities, develops and plans ministry budgets and oversees all financial policies, processes, and controls, and provides information management support as well as automated records services for all ministry locations within the province. PCSD staff manage department business planning and reporting cycles, facilitate operational planning and lead Enterprise Risk Management. In addition, divisional staff develop and manage changes to existing legislation and regulations, process Orders in Council, Ministerial Orders, and other legislative documents, and lead the freedom of information and protection of privacy (FOIP) process for the department.

Communications

Michael Shields
Director
Phone: 780-644-8596
Fax: 780-427-2187
michael.shields@gov.ab.ca

The Communications Branch provides strategic communications planning and consultation for the offices of the Minister and Deputy Minister, and for the department. Communications staff provide media relations, issues management, communications planning, preparation of speeches, news releases, advertising, graphic design support, coordination of the department's information line, website content and website correspondence.

Human Resources

Lynn Cook
Executive Director
Phone: 780-415-8711
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lynn.cook@gov.ab.ca

The Human Resources Branch provides support for the ministries of Infrastructure and Transportation, and the associated offices of the Ministers, and Deputy Ministers. Human Resources staff coordinate human resource planning activities and strategic human resource consulting to assist in the achievement of department business plan goals. The Branch also coordinates the development and implementation of human resource policies, programs, and strategies, and provides quality assurance and contract management for transactional human resource activities. These activities include classification, job evaluation, recruitment and selection, training and development, employee relations and occupational health and safety services.

Vision

Innovative, high quality and well designed public infrastructure for Albertans.

Mission

Through leadership, expertise, and collaboration with our partners, we support the provision of public infrastructure that contributes to the province's prosperity and quality of life.

Core Businesses and Goals

The Ministry of Infrastructure delivers three core businesses:

Core Business 1: Support the efficient provision of public infrastructure in Alberta

- Goal 1: Safe, innovative and cost-effective health and education infrastructure for Albertans
- Goal 2: Excellence in the development and operation of government properties

Core Business 2: Ensure effective environmental stewardship of public infrastructure

- Goal 3: Environmental sustainability of public infrastructure

Core Business 3: Shared leadership and coordination of government accommodation and support services

- Goal 4: Strategic accommodation and support services for Albertans

2008-09 KEY ACTIVITIES

Alberta Schools Alternative Procurement

The Alberta Schools Alternative Procurement (ASAP) Phase I project is a public-private partnership (P3) agreement to design, build, finance and maintain 18 new schools in Calgary and Edmonton. The schools are expected to be constructed two years sooner than would have been possible with traditional construction methods. This first-of-its-kind initiative in Alberta received the Premier's Award of Excellence (Gold), the 2008 Leadership in Public Procurement Award, sponsored by Summit magazine and the Canadian Public Procurement Council; and the Award of Merit from the Canadian Council of Public-Private Partnerships. The new schools are scheduled to open in September 2010.

The Ministry of Infrastructure also commenced with ASAP Phase II which includes 14 new schools in Edmonton, Calgary, Sherwood Park, Spruce Grove, Okotoks and Langdon. Ten P3 schools are scheduled to open in September 2012 and an four design-build highschools will be completed by January 2013.

ASAP schools will meet high-quality provincial standards and be built to achieve Leadership in Energy and Environmental Design (LEED) Silver certification, an independent rating system used to measure environmental efficiency. LEED-based construction results in greater energy efficiency and provides a healthier environment through improved air quality and the use of natural light.

The Ministry also developed and implemented core school designs for Kindergarten to Grade 9 and Grade 5 to 9 (middle) schools which were used for the ASAP projects. Core school designs reduce design and construction time, and streamline the implementation process.

Alternate Workplace Arrangements

In an effort to make better use of existing government space, government piloted an initiative to explore Alternate Workplace Arrangements (AWA), its scalability across government, and the impact on people (staff and clients), technology, security and space.

As part of the AWA initiative, the Ministry of Infrastructure focused on a project to refresh and reconfigure government office space. The project improved space density by 40 per cent per person and improved innovation and creativity with modern workspaces. Mobility tools were improved with enhanced communication software, and digital information production and filing. Collaboration and teamwork were enhanced through improved space configuration, a centralized business resource centre and private meeting spaces. This project reduced the carbon footprint of these spaces by 40 per cent through improved natural lighting, using motion sensors for lighting and reusing systems furniture parts. Overall, this project achieved a 50 per cent reduction in the cost of space per person.

The AWA Pilot will conclude at the end of September 2009 at which time government will review the findings of all ministries involved.

Bill 19 – *Land Assembly Project Area Act*

Bill 19, the *Land Assembly Project Area Act* was introduced in the Alberta Legislature on March 2, 2009, to ensure landowners are well-informed and treated fairly, while allowing the Alberta government to plan for future large-scale infrastructure projects such as the development of transportation utility corridors and projects related to the conservation or management of water. This legislation enhances accountability and transparency by

requiring consultation with the public and affected landowners prior to acquiring land or approving development. If a project area is approved, landowners will be paid fair market value for the acquisition of their land.

Building Environmental Standards Certification

The Building Owners and Managers Association (BOMA) Building Environmental Standards (BESt) certification program demonstrates the compliance of existing commercial buildings with best practices such as energy and water audits and preventative maintenance programs. As of March 31, 2009, 65 government owned and operated buildings were certified or undergoing final review for certification. The area of certified buildings totals 7,141,072 million square feet, with a goal to certify between 80 to 90 buildings or eight million square feet by March 31, 2010. BOMA BESt certification is an example of the Ministry of Infrastructure's commitment to environmental stewardship, but also provides cost savings by promoting practices which encourage energy and waste reduction plans.

Edmonton Clinic

The $909 million Edmonton Clinic project consisting of Edmonton Clinic North (University of Alberta) and Edmonton Clinic South (Alberta Health Services) is being managed through a joint working committee structure. The committee undertook a value management analysis of the project to ensure ongoing budget, scope and program objectives are met.

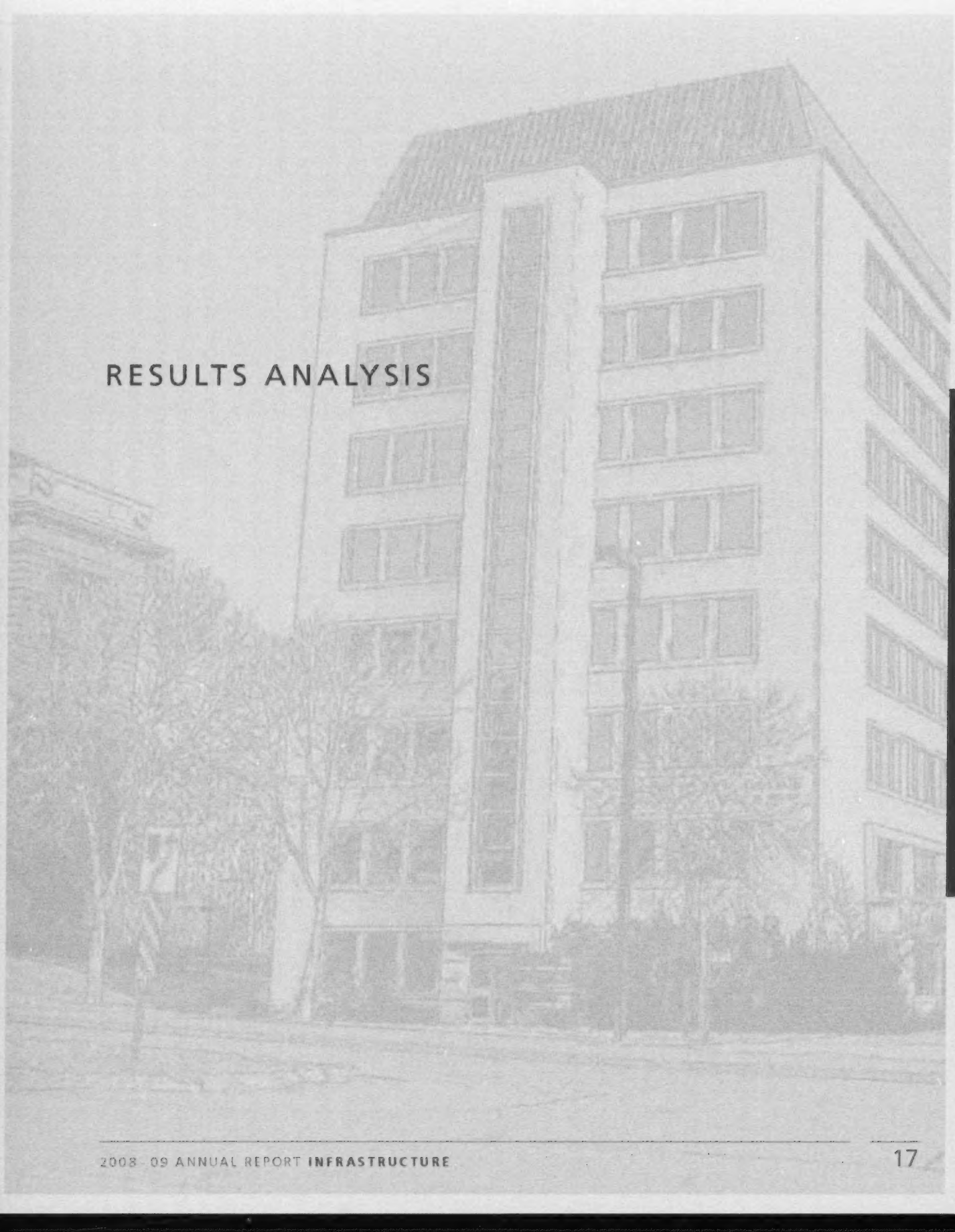
Construction of the clinic began in April 2008 and is expected to be completed by late 2011 or early 2012. The Edmonton Clinic will be a world-class health facility with integrated research, medical training and patient care that will help transform the way health care is delivered in Alberta.

Edmonton Remand Centre

As part of government's commitment to provide safe and secure communities, the Ministry of Infrastructure managed the ongoing construction of a state-of-the-art Edmonton Remand Centre, slated for completion in late 2011. The new 2,000 bed facility, located on a 16 hectare site, has an approved budget of $620 million. The new facility will replace the existing 30-year-old Edmonton Remand Centre and address overcrowding issues at the current facility. This project was implemented using a construction management approach where each phase of the design is tendered individually, instead of the traditional approach of completing all of the design and then tendering one package. This approach is well-suited for multi-phased, large-scale projects as it helps fast-track design and construction times and mitigates potential impacts from cost escalation.

Legislature Grounds

A master planning study was initiated to develop a long-term planning strategy for the redevelopment of the Legislature grounds. This project aims to increase the appeal of the grounds for all Albertans while providing a comprehensive approach for redevelopment of buildings and grounds around the Legislature. This master plan will also be coordinated with the $356 million Federal Building and Centennial Plaza renovation and redevelopment project, a cost effective measure to address government office space requirements while preserving an architectural landmark. The renewed Federal Building is being restored to target LEED Gold certification.



RESULTS ANALYSIS

Deputy Minister's Message

The end of 2008-09 marked a full year for the Ministry of Infrastructure as a new stand-alone ministry. We worked on building a stronger team and focused on setting priorities and meeting our goals for providing the public infrastructure Albertans require in a timely, cost-effective and efficient manner.

Providing value for Alberta's taxpayers starts with our day-to-day business, so as a new ministry it was important to take a close look at how we create efficiencies within the Ministry and in how we do our work. For example, we successfully implemented a shared services agreement with the Ministry of Transportation to share corporate services such as human resources, financial services, information management, policy analysis, business planning and reporting, Freedom of Information and Protection of Privacy services and legislative services. Through this agreement we ensured technical strength was shared by both ministries, achieved more efficient use of resources and reduced duplication.

By the end of 2008-09, the Ministry was well underway on the development of our Value Management Program, a process that helps us identify infrastructure priorities and capital requirements, and realize substantial cost savings. During the year, the Ministry conducted nine value management reviews on education and health facilities. As a result, we were able to greatly improve the accuracy and efficiency for determining best value in the use of resources, project scoping, design, construction and building operations.

In 2008-09, the Ministry of Infrastructure took a lead role in a pilot project to explore Alternate Workplace Arrangements (AWA) and its impact on people (government staff and clients), technology, security and space. Fitting with the Ministry's ongoing effort to make more efficient use of existing government space, our participation in the pilot focused on refreshing and reconfiguring office workspace. Through this new, modern and energy friendly workspace, the Ministry has reduced the cost of providing government space per person by 50 per cent and when compared to traditional workplace arrangements has reduced our carbon footprint by 40 per cent. Positive feedback has been received on the improved functionality of space, and how the design fosters staff collaboration and improves access to information for mobile workers. The AWA pilot will conclude in September 2009 at which time government will review the findings of participating ministries.

Minister Hayden and I greatly appreciate the hard work and dedication of our Ministry staff. It is a pleasure to be associated with this impressive group. As we move forward in our effort to provide Albertans with important and efficient public infrastructure, I am confident that, together, our achievements will continue to make each year more noteworthy than the last.

Sincerely,

Original signed by:

Barry Day
Deputy Minister

AUDITOR GENERAL
Alberta

Review Engagement Report

To the Members of the Legislative Assembly

I have reviewed the performance measures identified as "Reviewed by Auditor General" included in the Ministry of Infrastructure's 2008-09 Annual Report. These performance measures are prepared based on the following criteria:

- Reliability – Information agrees with the underlying data and with sources used to prepare it.
- Understandability and Comparability – Actual results are presented clearly and consistently with the stated methodology and presented on the same basis as targets and prior years' information.
- Completeness – performance measures and targets match those included in Budget 2008. Actual results are presented for all measures.

My review was made in accordance with Canadian generally accepted standards for review engagements and, accordingly, consisted primarily of enquiry, analytical procedures and discussion related to information supplied to me by the Ministry. My review was not designed to provide assurance on the relevance of these performance measures.

A review does not constitute an audit and, consequently, I do not express an audit opinion on these performance measures.

Based on my review, nothing has come to my attention that causes me to believe that the "Reviewed by Auditor General" performance measures in the Ministry's 2008-09 Annual Report are not, in all material respects, presented in accordance with the criteria of reliability, understandability, comparability, and completeness as described above. However, my review was not designed to provide assurance on the relevance of these performance measures.

[Original signed by Fred J. Dunn]

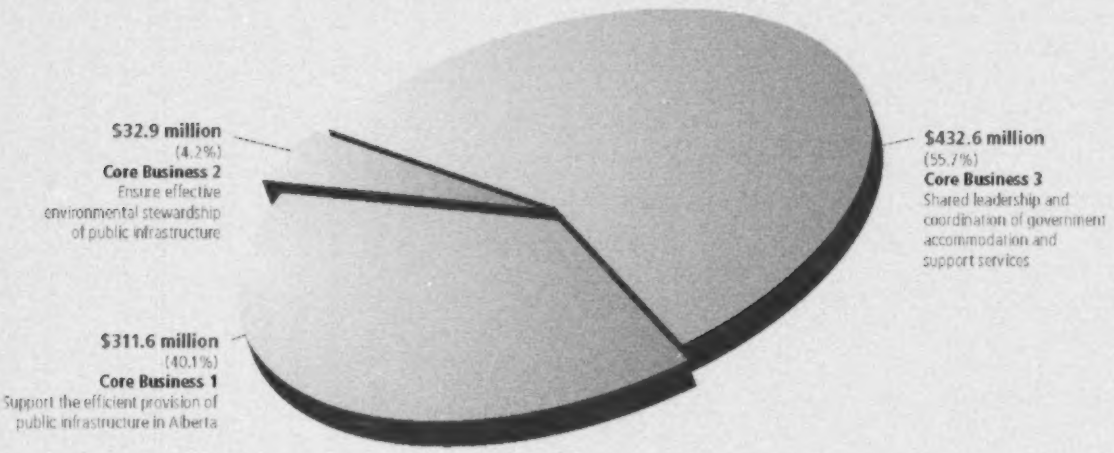
FCA
Auditor General

Edmonton, Alberta
September 8, 2009

EXPENSE BY CORE BUSINESS

Ministry of Infrastructure
Financial Resources for the year ended March 31, 2009
(thousands of dollars)

	2008-09
Original Budget (Estimates)	**$ 966,743**
Authorized Budget	**1,005,784**
Actual Spending in 2008-09	**$ 777,061**



The Ministry of Infrastructure's original budget for 2008-09 was $966.7 million. During the fiscal year, the budget was increased to over $1 billion. The additional funding was primarily for anticipated increases in natural gas rebates.

Actual spending in 2008-09 was lower than the original budget by $189.7 million, which was primarily due to lower natural gas prices resulting in reduced rebate payments.

EXPENSE BY FUNCTION

Ministry of Infrastructure
Expense by Function for the year ended March 31, 2009
(thousands of dollars)

	2008-09 Estimates	2008-09 Actual	2007-08 Actual
	(Estimates)		
Transportation, Communications and Utilities	$ 329,934	$ 227,838	$ 330,229
General Government	605,670	483,164	429,894
Health	827	1,199	24,533
Environment	28,125	30,744	31,068
Education	2,187	33,147	6,065
Housing	—	969	3,147
Regional Planning and Development	—	—	921
Total	**$ 966,743**	**$ 777,061**	**$ 825,857**

In accordance with Government of Alberta accounting principles, the Ministry of Infrastructure classifies its expenses into seven functions. Each of these functions identifies the principal purpose for which ministry expenditures are incurred. It should be noted that Expense by Function is only for operating expenditures.

Overall, approximately 91 per cent of the Ministry's expenditures support the functions of Transportation, Communications and Utilities and General Government.

DISCUSSION AND ANALYSIS OF PERFORMANCE RESULTS

Review of Performance Measures

In prior years, the Office of the Auditor General applied specified procedures to all ministry performance measures included in the annual report. In the current year, the Office of the Auditor General conducted a limited assurance engagement (review) of a selection of performance measures that are identified in the annual reports as "Reviewed by Auditor General." The measures were selected for review by ministry management based on the following criteria established by government:

- Enduring measures that best represent the goal and mandated initiatives;
- Measures have well established methodology and reporting of data;
- Measures have outcomes over which the government has a greater degree of influence; and
- Each goal has at least one reviewed performance measure.

In 2008-09, Ministry spending supported delivery of the following three core businesses:

Core Business One – Support the efficient provision of public infrastructure in Alberta

The primary programs linked to this core business include: Property Operations, Capital and Accommodation Projects, Government Owned Facilities Preservation and Amortization of Capital Assets.

Ministry of Infrastructure
Financial Resources for the year ended March 31, 2009
(thousands of dollars)

	Operating Expense	Capital Investment	Total Amount
Original Budget (Estimates)	$ 362,346	$ 423,434	**$ 785,780**
Authorized Budget	347,123	456,529	**803,652**
Actual Spending in 2008-09	$ 311,580	$ 140,581	**$ 452,161**

Actual spending was $333.6 million less than the original budget, primarily due to Capital and Accommodation Projects funding being re-aligned from 2008-09 to 2009-10 to match actual construction progress of the Federal Building, the Edmonton Remand Centre, the Calgary Courts Centre Parkade, the Brooks Crop Diversification Centre and the Royal Alberta Museum.

Goal One – Safe, innovative and cost-effective health and education infrastructure for Albertans

The Ministry of Infrastructure shares Albertans' expectation for quality health services and education programs. Our goal is to support government departments, partners and stakeholders with technical expertise in the innovative planning, design, construction, and financing of public facilities that promote the delivery of health services and lifelong learning.

Strategic Approach:

1.1 Collaborate with program ministries and stakeholder boards to provide technical expertise and cost analysis to ensure capital plans reflect the highest priority projects and life-cycle costing.

- Carried out value management studies on health and learning facility projects. Scope, design and material components of the projects are evaluated against the project's intended function and alternatives are evaluated based on cost, reliability and performance, in order to implement options which represent the best value for money.
- Worked with the Ministry of Treasury Board and other ministries to monitor construction cost escalation, ensuring cost factors, inflation and market conditions were identified. This information is vital in capital planning and project monitoring.
- Provided technical and costing advice on supported projects underway during the 2008-09 fiscal year including 126 school projects, 57 health facility projects, and 134 post-secondary projects.
- Worked with the ministries of Advanced Education and Technology, Education, Health and Wellness, and Aboriginal Relations, through the Joint Public Sector Committee, to develop a framework for coordinated capital project submissions for northern region entities through a cross-ministry process.
- Developed business processes to establish and monitor costs, scope and variance for schools, health facilities and post-secondary projects.

1.2 Work with program ministries, school boards, post-secondary institutions and health regions in the planning and implementation of approved major projects to ensure they include best practices in planning, design, management, costing and delivery.

- Monitored the implementation of approved health and learning facility projects including:
  - South Calgary Health Campus;
  - Medicine Hat Regional Hospital Redevelopment;
  - Fort Saskatchewan Community Hospital;
  - High Prairie Health Complex;
  - Athabasca University – Academic and Research Centre;
  - University of Calgary – Taylor Family Digital Library;
  - New High School – Imperial Park Cold Lake;
  - Palliser School Division – Picture Butte Junior/Senior. High School modernization;
  - Clearview School Division – William E. Hayes Modernization; and
  - Calgary Board of Education – West Calgary High School (formerly Ernest Manning High School) Replacement.

- Administered the Modular Classrooms initiative for the ministries of Education, and Children and Youth Services and expanded the program to include pre-school and day care facilities. This initiative addresses the need for a high quality and low cost alternative to meet the demands of changing demographics and the associated expansion and contraction in enrolment requirements.
- Provided project management services for complex school projects at the request of boards, including: École du Sommet (St. Paul); St. Paul Elementary School; Racette School in St. Paul; St. Mary School in Sexsmith; École de la Verendrye (Lethbridge); École des Beau Lacs (Bonnyville) and Slave Lake School.
- Managed the Edmonton Clinic project through a joint working committee structure. The project consists of the Edmonton Clinic North (University of Alberta) and Edmonton Clinic South (Alberta Health Services), world-class health facilities that integrate research, medical training and patient care to help transform how health care is delivered in Alberta. The joint working committee undertook a value management analysis to ensure the project meets budget, scope and program objectives.

1.3 Monitor and report the physical condition of existing schools, health facilities and post-secondary institutions to support the planning of facility requirements and effective delivery of health and education programs in Alberta.

- Completed facility evaluations and reported on the maintenance requirements for 179 schools, 47 post-secondary facilities, 67 seniors' lodges and 34 health facilities. Evaluations and reports provide necessary information to determine capital maintenance needs to support capital renewal planning.
- Provided training to school boards in the use of the Building and Land Information Management System (BLIMS) Evaluations Module, a tool used to identify maintenance and renewal work, and allow boards to effectively plan for their facility upgrade needs.
- Continued a project in the BLIMS Evaluations Module to increase focus on building component age to allow more proactive planning and replacement.

1.4 Enhance accountability of capital projects by working with program ministries to develop frameworks and policies to guide review, approval and implementation of capital projects.

- Developed a Health Facility Implementation Manual including funding and accounting procedures and related policies, and completed a draft capital planning and implementation manual for post-secondary capital projects. These manuals will provide Alberta Health Services and post-secondary institutions with information on accessing and reporting capital grants for health and post-secondary facilities.

1.5 Support the implementation of the Alberta Schools Alternative Procurement (ASAP) approved projects.

- Entered into a public-private partnership (P3) agreement for the Alberta Schools Alternative Procurement (ASAP) Phase I project, to design, build, finance and maintain 18 new schools in Calgary and Edmonton which are scheduled to open in September 2010. ASAP Phase I was the first-of-its-kind P3 initiative in Alberta and received the Premier's Award of Excellence (Gold); the 2008 Leadership in Public Procurement Award, sponsored by Summit magazine and the Canadian Public Procurement Council; and the Award of Merit from the Canadian Council of Public-Private Partnerships.
- Commenced the ASAP Phase II project, which includes 14 schools (K-4, K-9, middle and high schools) in the communities of Edmonton, Calgary, Sherwood Park, Spruce Grove, Okotoks and Langdon. Ten P3 schools are scheduled to open in September 2012 and four

design-build high schools will be completed by January 2013. Both phases of ASAP schools will meet high-quality provincial standards and be built to achieve Leadership in Energy and Environmental Design (LEED) Silver certification, an independent rating system used to measure environmental efficiency. LEED-based construction will result in greater energy efficiency and provide a healthier environment through improved air quality and the use of natural light.

- Developed and implemented core school designs for Kindergarten to Grade 9 and Grade 5 to 9 (middle) schools which are being used for the ASAP projects. Core schools are a standard facility design consisting of basic program elements and specialized classrooms. For increased flexibility and to accommodate additional students, modular re-locatable classrooms can be attached to core schools. For new schools, core designs help reduce design and construction time, provide cost savings, and help streamline the implementation process.

1.6 Work with the Ministry of Treasury Board and partner ministries to evaluate the opportunity for public-private partnerships.

- Reviewed long term care capital submissions for potential public-private partnership (P3) candidate projects, including P3 applications for urgent care clinics. A P3 arrangement allows for increased innovation, efficiencies, faster implementation and reduced project risk.

1.7 Enhance the Ministry's role as a centre of excellence which supports industry, boards and other stakeholders in facility project management, design and architecture, and building sciences by continuing to undertake research and implement best practices, such as life-cycle planning.

- Initiated research for facility architecture to guide best practices for government standards. Topics include Leadership in Energy and Environmental Design (LEED) Gold certification, core and modular design potential for healthcare and seniors' facilities, green specifications and standards review, alternative roofing technologies, and post-occupancy evaluation of green buildings.
- Carried out cost-benefit analysis to compare various levels of LEED certification of several facilities, using the following facilities as case studies: Mount Royal College for Continuous Learning; Chestermere Lake Elementary School; and Holy Trinity Academy in Okotoks.
- Worked collaboratively with the Ministry of Environment and Athabasca University to support the university in targeting LEED Gold certification for its Academic Research Centre.
- Achieved LEED certification for the following schools:
  - Holy Trinity Academy in Okotoks – LEED Gold; and
  - Prairieview School in Vulcan – LEED Silver.
- Continued to work with Consulting Engineers of Alberta, Alberta Urban Municipalities Association, Alberta Construction Association, Alberta Architects Association and the Cities of Edmonton and Calgary, through the Institutional Partners Committee established in 2007, to identify and discuss new standards and technologies for enhanced capital project planning, project management, and best practices.

1.8 Develop, implement and maintain best practices and consistent facility standards, including the use of evidence-based design, lean design, and core school designs.

- Developed a framework for Building Performance Evaluation (BPE) of health care facilities. Pilot projects identified in the BPE framework are underway as part of a strategy to implement and maintain best practices and consistent facility standards.

- Initiated a pilot project with the Ministry of Education for post-occupancy reviews of school facilities. This project provides a measure of the satisfaction level of occupants of Alberta's schools once projects are completed. Recommendations generated from post-occupancy reviews provide ideas for ongoing improvement and create initiatives in the future design process.
- Reviewed healthcare facility design, construction and operation and provided recommendations for the successful incorporation of "lean" principles. Lean principles include quality standards and best practices that have proven to increase design and process efficiencies, which could in turn reduce operational costs through streamlining processes, reducing duplication of work and diminishing cycle times. This means that more work can be accomplished with fewer taxpayer dollars, potentially increasing the impact of each dollar spent on infrastructure.

Performance Measures

The Ministry of Infrastructure used three physical condition measures to indicate how well Goal One was achieved in 2008-09.

To enhance reporting and enable the Ministry to compare condition ratings across facilities, a facility condition index (FCI) was implemented as a basis for determining the condition rating of each facility. The FCI is the ratio of the cost to correct current and future (five year) physical condition deficiencies, relative to current facility replacement values. The percentages are calculated by taking the square metres of all facilities in good, fair or poor condition (as defined by FCI) and dividing each by the total area of all buildings.

The interpretation of FCI values for building infrastructure is as follows:

Condition	FCI Definition	CPI Definition
Good	Facilities with an FCI of less than 15%	Adequate for intended use and expected to provide continued service life with average maintenance.
Fair	Facilities with an FCI that is equal to or greater than 15%, or equal to or less than 40%	Aging components are nearing the end of their life cycle and require additional expenditures for renewal or refurbishing.
Poor	Facilities with an FCI of greater than 40%	Upgrading is required to comply with minimum codes or standards and deterioration has reached the point where major repairs or replacement are necessary.

NOTE: Current minimum codes and standards are defined by the Alberta Building Code, which is revised periodically. Older buildings are 'grandfathered' and required to comply with the standards applicable at the time they were constructed, and not the current standards.

Performance Measure 1.a – Physical Condition of Health Facilities

Description: Performance measure 1.a reports the percentage of total health facilities (by area) in good, fair or poor condition using a facility condition index (FCI).

The long-term goal of government is to preserve and maintain health facilities and other building infrastructure. This condition measure provides data in support of the long-term capital planning of health facilities across the province.

This measure links to Core Business One, "Support the efficient provision of public infrastructure in Alberta" and Goal One, "Safe, innovative and cost-effective health and education infrastructure for Albertans" from the Ministry of Infrastructure 2008-11 Business Plan. This measure also links to Goal Five in the Government of Alberta 2008-11 Strategic Business Plan, "Albertans will be healthy."

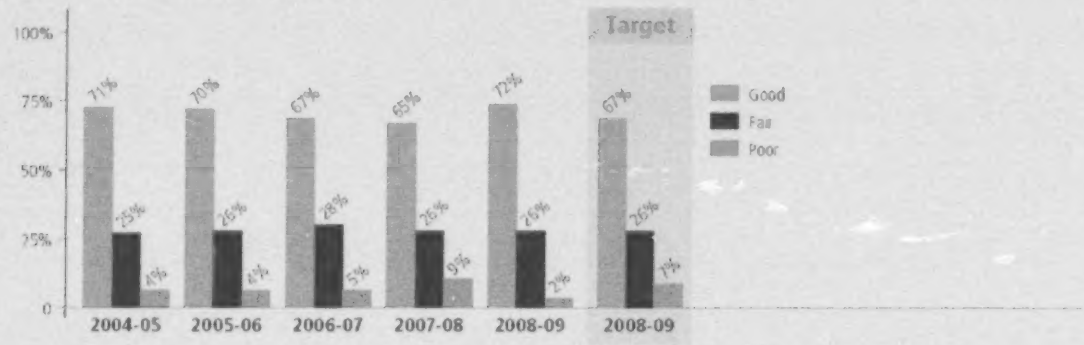
Discussion and Analysis: In 2008-09, 72 per cent of facilities were rated in good condition, above the target of 67 per cent. Twenty-six per cent of facilities met the target for fair condition, and two per cent were rated in poor condition, well below the target of seven per cent. This is a significant improvement over last year's ratings where nine per cent were rated in poor condition. Overall, 98 per cent of health facilities are in acceptable condition (good and fair conditions combined).

In 2008-09, health regions were provided with $60.3 million in supplementary maintenance funding from the Capital Maintenance and Renewal Fund, in addition to the scheduled allocation of $73.7 million.

The supplementary maintenance funding had a positive impact on the 2008-09 results. However, the most significant influence on future year results (and future year targets) is expected to be a continuation of the facility evaluation cycle and the completion of more major capital projects.

For methodology and data sources related to this measure see page 42.

Physical Condition of Health Facilities



Performance Measure 1.b – Physical Condition of School Facilities

Description: Performance measure 1.b reports the percentage of total school facilities (by area) in good, fair and poor condition using a facility condition index (FCI).

This measure provides data in support of long-term capital planning of learning facilities across the province. This measure links to Core Business One, "Support the efficient provision of public infrastructure in Alberta" and Goal One, "Safe, innovative and cost-effective health and education infrastructure for Albertans" from the Ministry of Infrastructure 2008-11 Business Plan. This measure also links to Goal Two in the Government of Alberta 2008-11 Strategic Business Plan, "Albertans will be well prepared for lifelong learning."

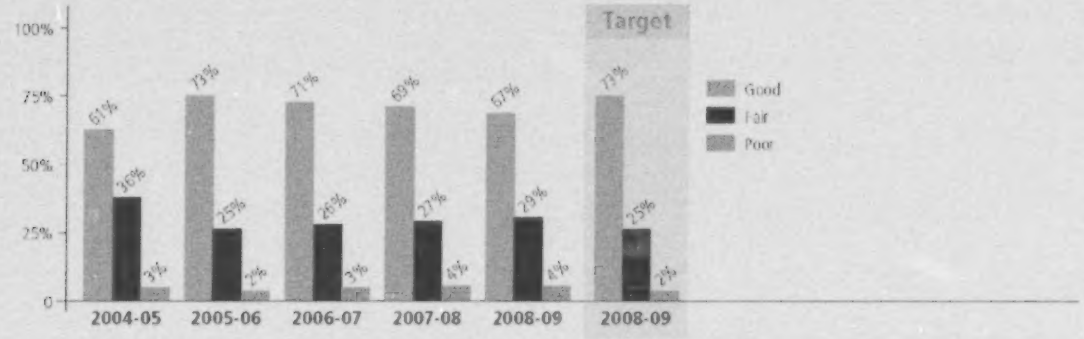
Discussion and Analysis: In 2008-09, results show that 67 per cent of schools were in good condition, 29 per cent were in fair condition and four per cent were in poor condition. The total number of schools in acceptable condition remains at 96 per cent, although two per cent of the facilities have slipped from good to fair condition.

The change in the number of facilities from good to fair condition is due in part to the continued aging of the buildings. Also, the impact of recent capital and maintenance renewal projects is not reflected in these results due to the time required for construction to be completed. There are currently more than 60 major school modernization projects underway across the province.

For methodology and data sources related to this measure see page 42.

Reviewed by Auditor General

Physical Condition of School Facilities



Performance Measure 1.c – Physical Condition of Post-Secondary Facilities

Description: Performance measure 1.c reports the percentage of total post-secondary institutions (by area) in good, fair, and poor condition using a facility condition index (FCI).

This performance measure provides data in support of long-term capital planning for learning facilities across the province. This measure links to Core Business One, "Support the efficient provision of public infrastructure in Alberta" and Goal One, "Safe, innovative and cost-effective health and education infrastructure for Albertans" from the Ministry of Infrastructure 2008-11 Business Plan. This measure also links to Goal Two of the Government of Alberta 2008-11 Strategic Business Plan, "Albertans will be well prepared for lifelong learning."

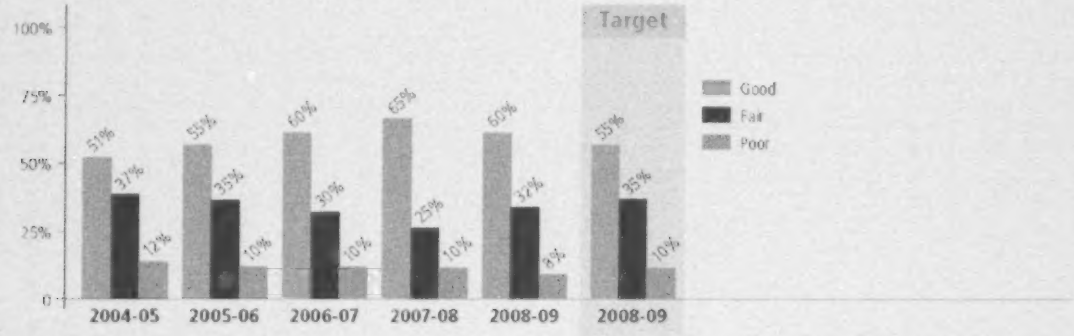
Discussion and Analysis: The 2008-09 performance measure results indicate that 60 per cent of post-secondary facilities were in good condition, well above the target of 55 per cent; 32 per cent were in fair condition, below the target of 35 per cent; and eight per cent were in poor condition, which is two per cent less than the target of 10 per cent. Overall, the number of facilities rated in acceptable condition has increased to 92 per cent, resulting in fewer facilities in poor condition.

In 2008-09, $73 million was provided to post-secondary institutions from the Infrastructure Maintenance Program (IMP). An additional $82.5 million in capital maintenance and renewal projects were approved from the Province's surplus allocation policy to address high priority preservation projects. Budget 2009 maintained IMP funding levels which will assist in addressing maintenance needs for post-secondary facilities rated in fair and poor condition.

Building conditions are expected to change as a result of both increased funding and revisions to the evaluation methodology. The evaluation methodology is expected to have a one to two year impact on results before stabilizing. An example of this is the inclusion of life cycle renewal events in the FCI calculation so that the building condition considers aging building systems.

For methodology and data sources related to this measure see page 43.

Physical Condition of Post-Secondary Institutions



Goal Two – Excellence in the development and operation of government properties

The Ministry manages government owned and leased facilities to promote safe and cost effective access to provincial programs and services for Albertans.

Strategic Approach:

2.1 Implement best practices in the management and delivery of major capital projects, including the life-cycle planning, design and construction of government-owned facilities required to deliver programs and services to Alberta.

- Managed the ongoing construction of a new, state-of-the-art Edmonton Remand Centre, slated for completion late 2011. The new facility will address overcrowding issues at the current centre and is part of government's commitment to provide safe and secure communities. This project was implemented using a construction management approach in order to fast-track design and construction, and mitigate potential impacts from cost escalation. Using this approach, the design team completes tender packages based on the construction phases, instead of the traditional approach of completing all of the design and then tendering one package. This allows for more control over time, cost and quality and is well-suited for multi-phased, large-scale projects.
- Ensured that construction of Phase II of the Calgary Courts Centre project continued on schedule and within budget. Completed the demolition of the old Court of Queen's Bench building and commenced construction of the 700 stall underground parkade and urban park.
- Initiated a master planning study to develop a long-term planning strategy for the redevelopment of the Legislature grounds. This master plan will provide a comprehensive approach for redevelopment of buildings and grounds at the Legislative centre and will be coordinated with the renovation and redevelopment of the Federal Building and Centennial Plaza.

- Commenced work on the $356 million Federal Building and Centennial Plaza renovation and redevelopment project in Edmonton. Renovation of the Federal Building is a cost effective measure to address government office space requirements while preserving an architectural landmark. The renewed Federal Building, scheduled for completion in late 2011, will be environmentally friendly and energy efficient with the goal of achieving a Leadership in Energy and Environmental Design (LEED) Gold certification.
- Managed the delivery of the Sam Livingston Fish Hatchery, which includes a 2,000 square-foot floating island (fen) planted with native wetland grasses and sedges. The floating fen would naturally take 100 years to grow a few centimetres. This is the largest man-made floating fen in the world, as well as the first of its kind in Canada.
- Managed the delivery of other major approved capital projects such as the Calgary Alpha House renovation and expansion, improvements to the Northern and Southern Jubilee Auditoria, and upgrading of the business incubator at the Leduc Agrivalue Processing Facility.
- Continued work on the $17.4 million Crop Diversification Centre South in Brooks which includes a new 1,000 square-metre research greenhouse, a 3,900 square-metre production greenhouse, and a 750 square-metre support building. This new facility will feature new technologies and foster innovative crop research for Alberta's greenhouse growers.
- Managed the successful implementation of the following seniors' lodges:
  - Chinook Winds Lodge (Carstairs) – completed;
  - Cypressview Lodge (Medicine Hat) – in progress;
  - Gardenview Lodge (Lethbridge) – in progress;
  - Sandstone Lodge (Okotoks) – in progress;
  - Shawnessy Lodge (Calgary) – in progress;
  - Vilna Lodge (Vilna) – completed; and
  - Whispering Waters Manor (Stony Plain) – completed.
- Developed an electronic vendor registry and selection process for architectural and engineering consulting services in collaboration with representatives from the Alberta Association of Architects and the Consulting Engineers of Alberta, and with feedback from architectural and engineering consultants. This project helped the Ministry prepare for the Trade, Investment and Labour Mobility Agreement (TILMA) between Alberta and British Columbia which came into full effect on April 1, 2009. In compliance with TILMA, architectural and engineering consulting services procurements exceeding $75,000 in estimated value are publicly advertised.

2.2 Undertake facility evaluations to identify facility upgrading needs, and work with the Ministry of Treasury Board to ensure adequate funding to address the deferred maintenance backlog in government-owned facilities.

- Monitored and evaluated the condition of 56 government-owned facilities and reported on deferred and future maintenance requirements.
- Invested $47 million in numerous preservation projects to maintain the asset value of the 1,500 government buildings throughout the province. These preservation projects included over 200 high priority projects to address identified deficiencies including major exterior maintenance on roofing, exterior walls and windows, and major interior maintenance on structural, interior finishing and heating and ventilating systems.

2.3 Work with partners and stakeholders to ensure that barrier-free access for seniors and persons with disabilities continues to be fully considered in Ministry building design standards, policies, programs, and all planned infrastructure projects.

- Reviewed existing technical design requirements to ensure barrier-free access requirements are incorporated into building standards for government-owned facilities. The Ministry completed numerous barrier-free access projects totalling $1.9 million, including making washrooms wheelchair accessible, improving elevator accessibility for the visually impaired, and enhancing street accessibility with parking stalls for persons with disabilities and curb-friendly building access.

2.4 Continue with the approved physical building and site security implementation plan for government facilities, which will initially focus on the higher risk facilities by installing new or replacing obsolete security systems.

- Completed security projects for the Royal Tyrell Museum, Leduc Food Processing plant, two courthouses and four provincial buildings. These upgraded security systems will enhance the security of our employees, visitors and assets at government facilities.

2.5 Work with the Ministry of Treasury Board and other ministries to identify and evaluate opportunities for public-private partnership procurement for government facilities and implement approved projects.

- Developed a business case to assist the Regional Municipality of Wood Buffalo to provide accelerated infrastructure delivery. The business case assessed the feasibility of innovative approaches to implementing a world-class master planned project and ensuring the continued sustainable development of northern Alberta. A Community Development Plan was prepared to address immediate and medium-term housing needs.
- Worked collaboratively with the Ministry of Treasury Board to consider a range of potential alternative procurement approaches, including various public-private partnership approaches. The final procurement option will demonstrate value for money and be subject to appropriate risk allocation.

Performance Measure 2.a – Government Owned and Operated Facilities – Physical Condition

Description: Performance measure 2.a reports the percentage of government owned and operated facilities (by area) in good, fair, or poor condition using a facility condition index (FCI) (see page 26 for a description).

This measure links to Core Business One, "Support the efficient provision of public infrastructure in Alberta" and Goal Two, "Excellence in the development and operation of government properties" from the Ministry of Infrastructure 2008-11 Business Plan. This measure also links to Goal Four of the Government of Alberta 2008-11 Strategic Business Plan, "Alberta will have a financially stable, open and accountable government and maintain its strong position nationally and internationally."

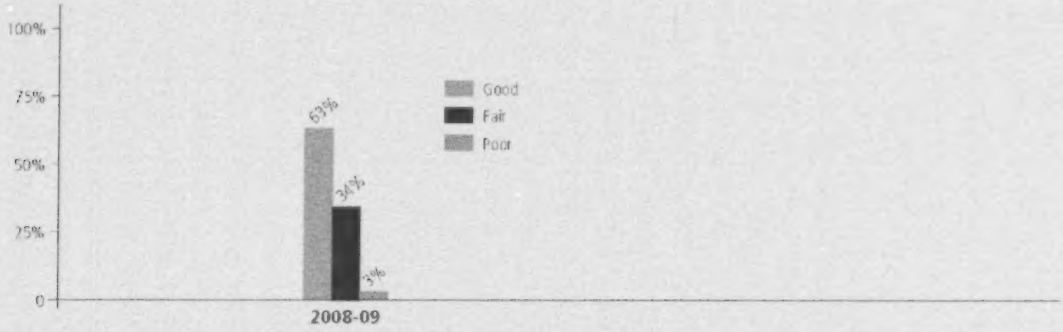
Discussion and Analysis: For 2008-09, the performance measure results indicate that 63 per cent of government owned and operated facilities were in good condition, 34 per cent in fair condition and three per cent in poor condition.

The 2008-09 target and past results have been omitted from the graph as they were based on the obsolete six point rating methodology and are not comparable to the 2008-09 actual results which are based on the FCI methodology.

Many government owned and operated facilities were built between 1975 and 1985 and are approaching a time when major upgrading or refurbishment will be required to maintain them. Under the current fiscal constraints, it will continue to be a challenge to maintain aging infrastructure while addressing requirements for new infrastructure projects.

For methodology and data sources related to this measure see page 43.

Physical Condition of Government Owned and Operated Facilities



Performance Measure 2.b – Average Operating Cost per Square Metre of Government Owned and Operated Office Space

Description: Performance measure 2.b compares the average annual operating cost of rentable square metres of office space in government-owned facilities to the industry average in Alberta. The Ministry of Infrastructure aims to keep the average operating cost of office space below 90 per cent of the industry average.

The Ministry is responsible for effective management of all owned facilities to support the delivery of provincial government programs. This includes incorporating industry best practices to control the costs and maintain the value of our building infrastructure. Performing cost comparisons against the industry average, in total and for specific maintenance functions, allows the Ministry to identify and respond to areas of concern and identify opportunities for cost-effective improvements.

This performance measure links to Core Business One, "Support the efficient provision of public infrastructure in Alberta" and Goal Two, "Excellence in the development and operation of government properties" from the Ministry of Infrastructure 2008-11 Business Plan. This measure also links to Goal Four of the Government of Alberta 2008-11 Strategic Business Plan, "Alberta will have a financially stable, open and accountable government and maintain its strong position nationally and internationally."

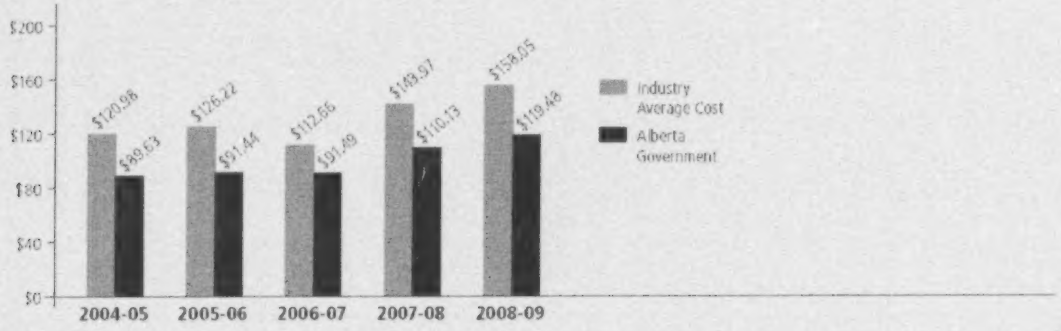
Discussion and Analysis: The average operating cost of government owned and operated office space is $119.48 per square metre compared to the average industry cost of $158.05 per square metre. The operating cost of government-owned facilities are 76 per cent of the industry average, well below the 2008-09 targeted operating cost of less than 90 per cent of the industry average. While the average operating cost increased from the previous 2007-08 year, the results are consistent with the industry average of previous years.

Inflationary pressures in the industry will directly affect this measure, such as utility and contract cost increases and other costs required to maintain aging infrastructure.

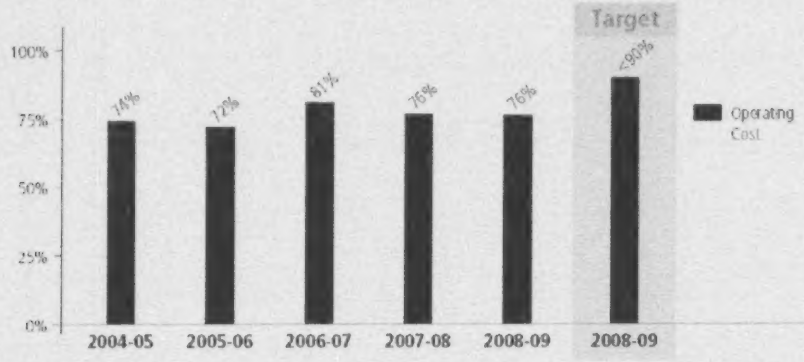
For methodology and data sources related to this measure see page 44.

Reviewed by Auditor General

Average Operating Cost per Square Metre Compared to Industry Average



Percentage of Operating Cost Compared to Industry Average



Core Business Two – Ensure effective environmental stewardship of public infrastructure

The primary program linked to this core business is the Swan Hills Treatment Centre.

Ministry of Infrastructure
Financial Resources for the year ended March 31, 2009
(thousands of dollars)

	Operating Expense	Capital Investment	Total Amount
Original Budget (Estimates)	$ 28,555	$ 5,662	**$ 34,217**
Authorized Budget	26,969	5,662	**32,631**
Actual Spending in 2008-09	$ 32,887	$ 5,568	**$ 38,455**

Actual spending was $4.2 million more than the original budget, primarily due to increased utilities and labour costs, and ongoing maintenance and repairs associated with the general operation of the Swan Hills Treatment Centre.

Goal Three – Environmental sustainability of public infrastructure

Albertans expect the design and operation of our public infrastructure to be safe, healthy, and environmentally friendly. It is our goal to ensure that the highest and most cost effective environmental standards inform the design, and maintenance of our public infrastructure to make our environment safe and healthy for Albertans today and tomorrow.

Strategic Approach:

3.1 Following the adoption in 2006 of Leadership in Energy and Environmental Design (LEED) Silver as an environmental standard for the design of new government-funded buildings, evaluate the benefits of upgrading to LEED Gold.

- Reviewed and evaluated the applicability of moving from LEED Silver to LEED Gold certification as the standard for new government-funded buildings. LEED certification promotes the use of environmentally sustainable planning and management practices.
- Carried out cost-benefit analysis for various levels of LEED certification using the Tyrell Field Station and Visitor Centre in Dinosaur Provincial Park as a case study.
- Received LEED Silver certification for the Writing-on-Stone Provincial Park Visitors' Centre.

3.2 Continue to identify and implement leading practices to operate the Swan Hills Treatment Centre in a safe and efficient manner.

- Provided $29 million for the ongoing operation of the Swan Hills Treatment Centre, a one of a kind fully integrated facility in Canada for processing hazardous wastes such as dioxins and PCBs. The centre treats hazardous wastes from across the country and, with the exception of mercury, pathological, explosive and radioactive wastes, is capable of completely treating wastes.

3.3 Continue with implementation of the Building Owners and Managers Association (BOMA) Building Environmental Standards (BESt) certification for government-owned buildings throughout the province.

- Continued to implement the BOMA BESt certification program (formerly BOMA "Go Green") with 65 government owned and operated buildings certified or undergoing final review as of March 31, 2009. Certification demonstrates compliance with best practices in environmental management such as energy and water audits and preventative maintenance programs.

3.4 Apply environmental management and remediation initiatives to address identified concerns at properties owned by government.

- Began developing a Request for Proposal to manage the remediation of asbestos in identified government-owned buildings throughout the province.

3.5 Monitor energy efficiency and operating costs of government owned and leased facilities and make cost-effective improvements.

- Began the process of establishing benchmarks to measure energy performance for facilities which will allow our operations group to identify and resolve energy efficiency issues in specific buildings.
- Continued to replace boilers, chillers, building controls and heating, and ventilating and air conditioning systems with more energy efficient systems to improve energy use over the long term.
- Continued to amalgamate Total Property Management contracts to achieve cost savings through economies of scale.
- Maintained contracts with electricity providers to supply "green" electricity to government owned and operated facilities. Green electricity represents approximately 95 per cent of the total electricity load.

3.6 Maintain and monitor indoor air quality standards and processes aimed at reducing the risks associated with aging infrastructure, and ensure appropriate processes are followed to address incidences, such as mould, that may be found.

- Responded to approximately 200 indoor air quality (IAQ) and mould related requests following the Ministry's Indoor Air Quality Guidelines. These guidelines are reviewed yearly to ensure they remain current and include information about the process to resolve a concern and provide test parameters and information about mould. These guidelines were developed in conjunction with environmental specialists within government and industry who reviewed IAQ studies from across North America.
- Continued to promote the Ministry of Infrastructure's Management Program for Mould in Indoor Environments on a project-by-project basis with school boards and health facilities across Alberta. Approximately 25 boards were informed of this program in 2008-09.

3.7 Review and evaluate applicability of introducing "green" procurement standards, including recycled and environmentally friendly products.

- Reviewed current procurement policies for opportunities to incorporate "green" procurement standards. Commenced greening and updating of master specifications.
- Partnered with the City of Edmonton to start a desk side recycling pilot program at several sites in Edmonton, including the Legislature building, the Alberta Research Council Building in Millwoods and the Neil Crawford Provincial Centre. All recyclable items are placed in "blue boxes" located at the desk of each employee which are then collected and transported to the city materials recovery facility for processing. The most significant difference in this recycling program is that employees do not have to separate any recyclable products, making the process easier and helping to encourage greater participation.

Performance Measure 3.a – Energy Consumption in Megajoules per Square Metre in Government Owned and Operated Facilities

Description: Performance measure 3.a reports the annual energy consumption (natural gas and electricity) in megajoules per square metre of government owned and operated buildings.

The Ministry of Infrastructure is responsible for effectively managing all government-owned facilities to support the delivery of government programs. This includes monitoring energy usage on an ongoing basis and identifying and implementing energy saving initiatives to achieve the cost and environmental benefits associated with reduced energy consumption.

This performance measure links to Core Business Two, "Ensure effective environmental stewardship of public infrastructure" and Goal Three, "Environmental sustainability of public infrastructure" from the Ministry of Infrastructure 2008-11 Business Plan. This measure also links to Goal Four of the Government of Alberta 2008-11 Strategic Business Plan, "Alberta will have a financially stable, open and accountable government and maintain its strong position nationally and internationally."

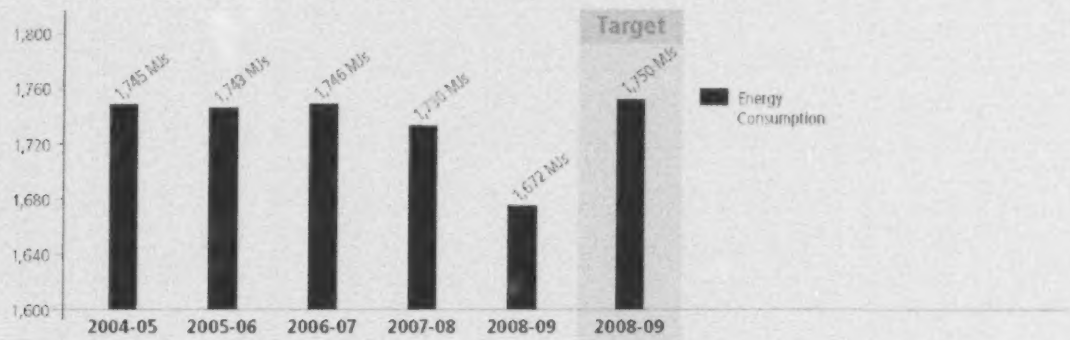
Discussion and Analysis: In 2008-09, the energy consumption of government owned and operated facilities was 1,672 megajoules per gross square metre. This result indicates that energy consumption was significantly lower than the target of 1,750 megajoules per gross square metre. This improvement over previous years' results is related to the inclusion of the energy consumption of the new Calgary Courts Centre. The Calgary Courts Centre is a Leadership in Energy and Environmental Design (LEED) Silver certified facility that uses 850 megajoules of energy per square metre. Removing the Calgary Courts Centre from this measure, would result in the average energy consumption of government-owned buildings being 1,733 megajoules per square metre, still below the target.

This measure is affected by several factors that may vary annually including changes to the inventory of owned buildings, changes to building usage and occupancy levels, and climate variations. Major energy saving measures have already been identified and implemented in previous years resulting in fewer opportunities to improve upon energy-use through conservation measures in the future.

For methodology and data sources related to this measure see page 44.

Reviewed by Auditor General

Energy Consumption in Megajoules (MJs) per Gross Square Metre



Core Business Three – Shared leadership and coordination of government accommodation and support services

The primary programs linked to this core business include: Leases, Land Services Capital and Accommodation Projects and Natural Gas Rebates.

Ministry of Infrastructure
Financial Resources for the year ended March 31, 2009
(thousands of dollars)

	Operating Expense	Capital Investment	Total Amount
Original Budget (Estimates)	$ 575,842	$ 40,874	**$ 616,716**
Authorized Budget	631,692	40,320	**672,012**
Actual Spending in 2008-09	$ 432,594	$ 81,829	**$ 514,423**

Actual spending was $102.3 million less than the original budget, primarily due to lower natural gas prices resulting in reduced rebate payments.

Goal Four – Strategic accommodation and support services for Albertans

The Ministry of Infrastructure works with all departments in understanding their property needs, and takes a lead role in providing services for acquisition and disposal of properties as appropriate. The Ministry provides facility maintenance and caretaking services, accommodation evaluations, and works with the Ministry of Treasury Board to ensure adequate funding is available to meet accommodation needs for government's priority programs. The Ministry administers the Natural Gas Rebates Program on behalf of government.

4.1 Address accommodation pressures for government owned and leased infrastructure by completing evaluations to identify and report requirements for additional leased space.

- Expended $39 million to accommodate priority needs to support government programs. Many of these accommodation expenditures were used to make more efficient use of existing office space resulting in less new space requirements for government employees.
- Initiated a project to help make better use of existing government office space as part of a government initiative to explore Alternate Workplace Arrangements (AWA). The Ministry of Infrastructure's project aimed to refresh and reconfigure government office space by, for example, improving space density by 40 per cent per person, reducing carbon footprint by 40 per cent, and decreasing the cost of space per person by 50 per cent. The AWA pilot project will conclude in September 2009 at which time government will review the findings of the ministries involved.

4.2 Continue to develop and implement accommodation master plans for larger communities in Alberta to meet priority facility needs for government programs.

- Completed accommodation master plans for Medicine Hat, Peace River and Cold Lake.

4.3 Plan, develop and administer the Edmonton and Calgary Transportation and Utility Corridors, including enhanced sharing of information with interested buyers, realtors, and other stakeholders.

- Purchased 10 properties, totalling $12.2 million, for Transportation and Utility Corridors with 18 additional properties to be purchased in future years. Completion of the corridors will facilitate development of the ring roads around Edmonton and Calgary.
- Introduced new legislation to enhance the process to assemble land for large-scale infrastructure projects. Bill 19, the *Land Assembly Project Area Act*, enables government to designate and acquire land for future transportation utility corridors and projects related to the conservation or management of water. This legislation enhances accountability and transparency by requiring consultation with the public and affected landowners prior to acquiring land or approving development.

4.4 Administer the Natural Gas Rebate Program

- Provided Albertans with $225 million in rebates to help offset the cost of natural gas.

Performance Measure 4.a – Client Satisfaction Survey – Property development quality of service rating

Description: Performance measure 4.a reports client satisfaction with property development services, including: short and long-term planning of leasing and accommodation requirements; project implementation of tenant improvements and capital projects; consulting services; space planning; technical expertise; and project management. In the Client Satisfaction survey, respondents were asked to rate their satisfaction on a six-point scale with one representing "very unsatisfied" and six representing "very satisfied."

The Ministry of Infrastructure strives to foster an organization where clients consistently experience positive outcomes when interacting with the Ministry. Results and information derived from the Client Satisfaction Survey are considered in the Ministry's planning cycle to address and improve upon client satisfaction.

This measure links to Core Business Three, "Shared leadership and coordination of government accommodation and support services" and Goal Four, "Strategic accommodation and support services for Albertans" from the Ministry of Infrastructure 2008-11 Business Plan. This measure also links to Goal Four of the Government of Alberta 2008-11 Strategic Business Plan, "Alberta will have a financially stable, open and accountable government and maintain its strong position nationally and internationally."

Discussion Analysis: In 2007, client satisfaction was rated at 4.6 on a scale of one to six. This result indicates an increase in satisfaction of 0.2 points over the previous survey result of 4.4.

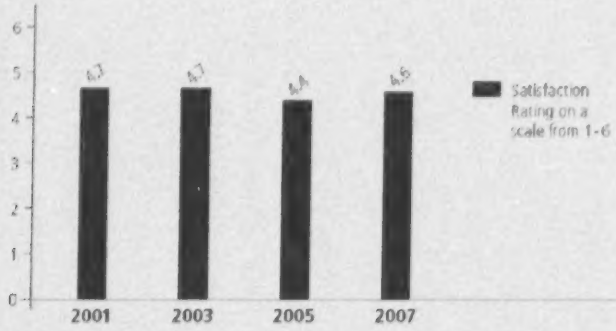
To allow sufficient time for the Ministry to develop and implement strategies to effectively respond to the results of the Client Satisfaction Survey, the survey is conducted every second calendar year. The next survey is planned for January 2010 and will report on the 2009 calendar year.

There is every indication that the current economic climate and related challenges will stress client relationships. A traditional approach to accommodating programs places high expectations on space allocation and fit-up, an approach that is not sustainable over the long-term. In order to maintain client satisfaction, the Ministry will make a continued effort to manage client expectations while exploring new approaches to property development and accommodation services.

For methodology and data sources related to this measure see page 44.

Reviewed by Auditor General

Client Satisfaction with Property Development Quality of Service



NOTE: This survey is conducted every second calendar year.

CORPORATE STRATEGIES

Successful delivery of the Ministry of Infrastructure's core businesses depends on building and maintaining a strong and flexible organization with the knowledge and capacity to respond to changing business needs. The Ministry's corporate strategies support the achievement of all Ministry goals, and include:

Develop and implement a Shared Services Agreement between the ministries of Transportation and Infrastructure.

- Signed a memorandum of understanding with the Ministry Transportation to share corporate support functions ("shared services") and other functions and services ("client services") as part of a collaborative effort to share staff knowledge and skills. Shared services include human resource services, information management, financial services, policy analysis, business planning and reporting, legislative services and Freedom of Information and Protection of Privacy (FOIP) services. Client services include assistance with realty services, engineering and capital planning. This agreement improves internal efficiencies by enhancing collaboration between departments and sharing existing staff resources.

Continue to strengthen planning and reporting to support decision-making and accountability, with an increased emphasis on strategic planning, enterprise risk management, and comprehensive performance measurement framework.

- Developed and implemented an Enterprise Risk Management framework as a systematic process to identify and manage risk across the organization. Corporate Internal Audit Services (CIAS) reviewed the implementation of this framework and found it to be satisfactory in its consistency with the government-wide framework. By identifying and mitigating risk, the Ministry is better prepared to manage future uncertainties that could affect the achievement of our Business Plan goals.

Develop strategic advice and recommendations to the Minister regarding policies pertaining to owned and supported infrastructure, and represent the Ministry in external relations regarding infrastructure policy.

- Developed advice and recommendations on a variety of infrastructure topics including government accommodations, design excellence, project implementation, and policy capacity.
- Represented the Ministry on various collaborative and cross-ministry initiatives such as Alberta's Cultural Policy, Safe Communities, Inspiring Education, and Healthy Kids Alberta.

Continue to develop and coordinate a Ministry Human Resources Plan to make the Ministry an employer of choice and ensure the organizational capacity to deliver programs and services.

- Participated in a CIAS Knowledge Transfer Audit to review knowledge transfer practices across 11 departments. As a result of this audit, Human Resources will develop a plan to identify and assess current risk to knowledge transfer within the Ministry of Infrastructure, and find ways to improve interdepartmental communication.
- Implemented a Workforce Plan focused on "People First" strategies to help attract, develop and engage employees to ensure we have the human resources required to deliver programs for Albertans.

Develop and implement leading edge strategic financial and accounting policies, practices, and controls to support budget planning, forecasting and reporting that enhances accountability and decision making.

- Increased accuracy and reduced time required to update and verify report details by creating automated reports for internal budget summaries.

- Implemented the Year End Financial Review Committee as a collaborative effort with program areas within the Ministry to monitor final 2008-09 revenue and expenditure forecasts, address critical issues in a timely manner, and ensure targets were met.
- Demonstrated strategic leadership by initiating improvements to financial policies and procedures such as developing and implementing a process to provide assurance to the Ministry of Treasury Board to support assertions related to the Government of Alberta's accounting and reporting requirements.
- Supported the Government of Alberta's Budget Best Practice Benchmark study and ensured areas for improvement were reviewed for incorporation into forecast and budget processes.

Develop and integrate information technology systems to ensure systems support critical business needs, and continue to assess where new technologies can be used to enhance programs and service delivery.

- Implemented information technology (IT) security requirements within the context of the Information Management Branch shared services agreement. Supported the Government of Alberta's information and communication technology (ICT) Shared Services Initiative by working with the Ministry of Service Alberta to further integrate the Ministry of Infrastructure's ICT infrastructure services and existing IT policies and strategic directives.

Collaborate with clients, partners and stakeholders to clarify roles and accountabilities.

- Collaborated with other ministries on budgeting and finance issues to facilitate a seamless government-wide process.
- Worked towards completing six internal audit reviews coordinated by the Ministry of Treasury Board's Corporate Internal Audit Services, including Capital Project Management Process, Enterprise Risk Management, Alberta Public Service Values, Vacation Liability, Knowledge Transfer and Aboriginal Consultation. These internal audits required significant training and collaboration with program areas across government.

Support the Ministry in developing new and amending statutes and regulations to address the Ministry's needs for coherent legislative framework.

- Introduced Bill 19, the *Land Assembly Project Area Act*, to enhance the process to assemble land for large-scale infrastructure projects such as future transportation utility corridors and projects related to the conservation or management of water. This legislation enhances accountability and transparency by requiring consultation with the public and affected landowners prior to acquiring land or approving development.
- Passed amendments to the Crown Property Regulation under the *Government Organization Act* to help comply with government's desire to ensure that regulations remain relevant and current. Amendments to this regulation included: defining "vehicle" exactly as defined in the *Traffic Safety Act* to eliminate confusion; allowing the Minister to authorize overnight stays on Crown property for various periods of time; to include other types of working dogs, such as guide dogs, within the meaning of the *Blind Persons' Rights Act*; and, to expand the list of items that can be ordered to be removed from Crown property to include vehicles and animals. Many of these amendments help to make Crown property more accessible to Albertans.

Continue to manage the Ministry's Freedom of Information and Protection of Privacy (FOIP) program.

- Completed a directory of personal information banks and made this available to the public on the Ministry of Infrastructure website. A personal information bank lists the type of personal information held by a public body.
- Issued a guideline on the completion of Privacy Impact Assessments and a guideline on the notification on forms that collect personal information.

METHODOLOGY AND DATA SOURCES

Goal One – Safe, innovative and cost effective health and education infrastructure for Albertans

Performance Measure 1.a – Health Facilities – Physical Condition

Performance measure 1.a used two methodologies and data sources to calculate a facility condition index (FCI) and report on the 2008-09 physical condition of health facilities.

In 2008-09, the Ministry of Infrastructure commenced an evaluation of health facilities using independent consultants as is done for government-owned buildings and other supported infrastructure (schools and post-secondary facilities). In this process, data is collected through condition assessments by Ministry staff and consultants over a five-year cycle. As 2008-09 was the introduction of consultant-based evaluations for health facilities, only 37 facilities were evaluated in this manner. This represents 11.8 per cent of facilities over 1,000 gross square metres in size. The data collected is stored in an electronic database using a program called Real Estate Capital Asset Priority Planning (RECAPP). RECAPP is produced and maintained by a private sector vendor. The software and its associated methodology are used by other jurisdictions in education, public works and property management settings.

For health facilities not evaluated by consultants through RECAPP, the FCI was calculated based on detailed five-year physical condition deficiency lists provided by the former health regions, and supplemented with review by the Ministry of Infrastructure, the Ministry of Health and Wellness, and the Alberta Health Services board.

A province-wide roll-up determines the percentage of health facilities with good, fair, or poor condition ratings. The buildings included in the report are those which are eligible for Infrastructure Maintenance Program (IMP) funding from the Ministry of Health and Wellness.

Replacement values were determined using factors such as construction type, maintenance responsibility type, location and gross building area. Health facility replacement values are generated and confirmed in an annual process that involves ministry cost managers, program areas and Alberta Health Services board representatives.

Performance Measure 1.b – School Facilities – Physical Condition

Performance measure 1.b uses a facility condition index (FCI) value to report the physical condition of school facilities. The FCI is the ratio of the cost to correct current and future (five year) physical condition deficiencies, relative to current facility replacement value. The percentages are then calculated by taking the square metres of facilities in good, fair, or poor condition (as defined by FCI) and dividing each by the total area of all buildings.

Data is collected through condition assessments by Ministry staff and consultants. The FCI is established at the time of the consultant assessment and it does not change until the facility is re-assessed. Assessments are conducted over a five-year cycle, with one-fifth (approximately 20 per cent) of the school facilities assessed and their condition rated each year. The condition ratings from current year assessments are combined with those of previous years. Approximately 80 per cent of condition ratings are based on prior year facility assessments. If a facility has been constructed or completely refurbished within the last 10 years, and there is no up to date condition assessment, it is rated as "good."

The data is then stored in an electronic database using a program called Real Estate Capital Asset Priority Planning (RECAPP). RECAPP is produced and maintained by a private sector vendor. The software and its associated methodology are used by other jurisdictions in education, public works and property management settings.

Facility managers for school boards are now able to update building condition information directly in the evaluation database, resulting in more accurate and timely condition information. Consultant evaluations of infrastructure serve the dual purpose of updating the condition information as well as validating the data entered by the facility managers.

Assessments are conducted for school facilities owned by school boards and funded by the Government of Alberta, and do not include outreach facilities. To optimize evaluation funds, this measure does not include some school buildings with an area of less than 1,000 gross square metres. However, the area of these excluded schools is less than half of a per cent (0.5) of the total schools area and would not impact the measure.

Performance Measure 1.c – Post-Secondary Facilities – Physical Condition

Performance measure 1.c uses a facility condition index (FCI) value to report on the physical condition of post-secondary facilities. The FCI is the ratio of the cost to correct current and future (five year) physical condition deficiencies, relative to current facility replacement value. The percentages are then calculated by taking the square metres of facilities in good, fair, or poor condition (as defined by FCI) and dividing each by the total area of all buildings. If a building has been constructed or completely refurbished within the last 10 years and there is no up to date condition assessment, it is automatically rated as "good."

Data was collected through condition assessments by Ministry staff and consultants, and stored in an electronic database using a program called Real Estate Capital Asset Priority Planning (RECAPP). RECAPP is produced and maintained by a private sector vendor. The software and its associated methodology are used by other jurisdictions in education, public works and property management settings.

Facility managers for post-secondary institutions are able to update building condition information directly into the evaluation database, resulting in more accurate and timely condition information. Consultant evaluations of infrastructure serve the dual purpose of updating the condition information as well as validating the data entered by the facility managers.

The measure does not include "unsupported" facilities such as residences, parkades and commercial facilities. To optimize evaluation funds, facilities with an area less than 1,000 square meters are excluded from the evaluation. This measure uses the "Year End" FCI which changes annually based on updated information entered into RECAPP by the institutions.

Goal Two – Excellence in the development and operation of government properties

Performance Measure 2.a – Government Owned and Operated Facilities – Physical Condition

Performance measure 2.a uses a facility condition index (FCI) as a basis for determining the physical condition of government owned and operated facilities.

The FCI is the ratio of the cost to correct current and future (five year) physical condition deficiencies, relative to current facility replacement value. The percentages are then calculated by taking the square metres of facilities in good, fair, or poor condition (as defined by FCI) and dividing each by the total area of all buildings. If a building has been constructed or completely refurbished within the last 10 years, and there is no up to date condition assessment, it is automatically rated as "good."

Data is collected through condition assessments by Ministry staff and consultants. The FCI is established at the time of the consultant audit and it does not change until the facility is re-audited. Evaluations are conducted over a five-year cycle, with one-fifth of the buildings evaluated each year. The data is then stored in an electronic database using a program called Real Estate Capital Asset Priority Planning (RECAPP). RECAPP is produced and maintained by a private sector vendor and is a program used by other jurisdictions in education, public works and property management settings.

To optimize evaluation funds, this measure only includes facilities with an area greater than 1,000 gross square metres, comprising approximately 85 per cent of the total area of all facilities combined. Facilities owned by the provincial government but leased or operated by a third party are also excluded from this measure.

Performance Measure 2.b – Average Operating Cost per Square Metre of Government Owned and Operated Office Space

Performance measure 2.b reports the average operating cost of government facilities based on the methodology used in a survey conducted by the Building Owners and Managers Association (BOMA) to assess facilities management practices in 10 office buildings throughout Alberta. The survey determines the average cost of building operations using established criteria and includes in the calculation the costs of administration, caretaking, grounds, security/safety, routine building maintenance, utilities, insurance and grants in place of taxes. Areas excluded from the rentable space calculation include interior parking, elevator/mechanical shafts and external walls.

This methodology is used to determine the average operating cost per square metre for 71 government-owned office buildings using data from various systems including the Alberta Government Integrated Management Information System, Facilities and Business Information System, Building and Land Information Management System, and Grants in Place of Taxes. The results are compared to the Alberta industry average for the buildings included in the BOMA survey.

Goal Three – Environmental sustainability of public infrastructure

Performance Measure 3.a – Energy Consumption in Megajoules per Square Metre in Government Owned and Operated Facilities

Performance measure 3.a reports the energy consumption of government facilities and indicates how effectively the Ministry of Infrastructure is managing energy-use and associated costs in these facilities.

The methodology uses a simple formula: total annual energy consumption for all buildings divided by the buildings' total area in gross square metres.

Energy consumption data for over 1,200 gas and electricity sites is provided by various retailers during the year and entered into the Energy Consumption Reporting System. The data is validated, converted from gigajoules and kilowatt-hours into megajoules and totalled for all buildings. The gas total is adjusted using monthly actual and normal degree data from Environment Canada to compensate for weather variations. To calculate the measure, the total weather-adjusted consumption is divided by the total square metres based on building areas reported by the Building and Land Information Management System.

Goal Four – Strategic accommodation and support services for Albertans

Performance Measure 4.a – Client Satisfaction Survey

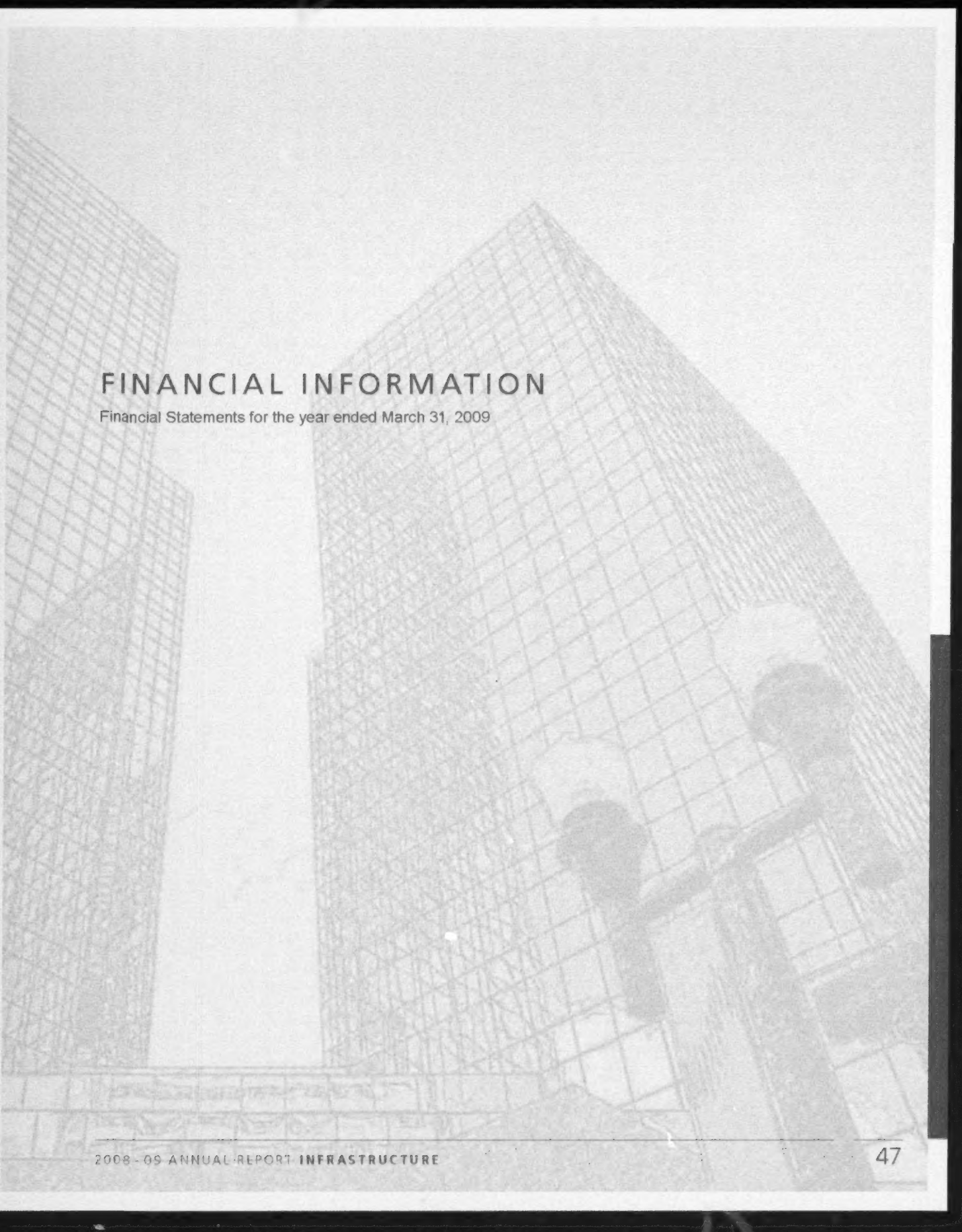
Performance measure 4.a reports client satisfaction with property development services provided by the Ministry of Infrastructure. The Client Satisfaction Survey asks respondents to rate their satisfaction on a six-point scale where one equals "very dissatisfied" and six represents "very satisfied."

The 2007 Client Satisfaction Survey was administered by an external consultant to ensure the confidentiality of individual results. The survey was delivered by mail to 21 property development clients and later followed up by telephone. There were a total of 17 surveys completed and returned for a response rate of 81 per cent. None of the contacts were excluded from the analysis due to incorrect contact information and/or surveys being returned as undeliverable.

The small number of respondents in this survey may influence the overall validity of the results and lead to exaggerated rather than representational data. On average, the 2007 results are accurate to within plus or minus .45 of a point based on a six-point scale.

The respondents were asked to rate the Property Development Service Area on the service aspects of:

- Clarity of written materials
- Ease of access to information
- Ease of access to services
- Consistency of services
- Staff doing everything to address your needs
- Quality of consultant services
- Facility evaluations and reports
- Timeliness of service delivery
- Proficiency of staff
- Courtesy of staff
- Overall quality of services
- Services provided by the Ministry in supporting your short and long-term planning
- Project management services from design to construction completion
- Development of long-term options



FINANCIAL INFORMATION

Financial Statements for the year ended March 31, 2009

CONTENTS

50 Auditor General's Report

51 Statement of Operations

52 Statement of Financial Position

53 Statement of Cash Flows

54 Notes to the Financial Statements

66 Schedule 1 – Revenues

67 Schedule 2 – Dedicated Revenue Initiatives

68 Schedule 3 – Expenses – Directly Incurred Detailed by Object

69 Schedule 4 – Budget

70 Schedule 5 – Comparison of Expenses – Directly Incurred, EIP and Capital Investment and Statutory Expenses by Element to Authorized Budget

72 Schedule 6 – Salary and Benefits Disclosure

73 Schedule 7 – Related Party Transactions

75 Schedule 8 – Allocated Costs

AUDITOR GENERAL *Alberta*

Auditor's Report

To the Members of the Legislative Assembly

I have audited the statement of financial position of the Ministry of Infrastructure as at March 31, 2009 and the statements of operations and cash flows for the year then ended. These financial statements are the responsibility of the Ministry's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Ministry as at March 31, 2009 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

[Original signed by Fred J. Dunn]

FCA
Auditor General

Edmonton, Alberta
June 12, 2009

MINISTRY OF INFRASTRUCTURE
STATEMENT OF OPERATIONS
Year ended March 31, 2009

(in thousands)

	2009 Budget (Schedule 4)	2009 Actual	2008 Actual (Note 3)
Revenues (Schedule 1)			
Transfers from Government of Canada	$ 22,500	$ -	$ -
Parking and Other Fees	2,700	3,353	2,956
Other Revenue	25,320	37,071	36,589
	50,520	40,424	39,545
Expenses - Directly Incurred (Note 2b and Schedule 8)			
Voted (Schedules 3 and 5)			
Ministry Support Services	14,338	11,842	10,247
Government Operations	429,721	409,495	357,813
Other Programs and Services	412,364	264,509	371,073
Non-Cash Items	110,320	89,427	82,567
	966,743	775,273	821,700
Statutory (Schedules 3 and 5)			
Valuation Adjustments			
Provision for Doubtful Accounts	-	356	172
Provision for Vacation Pay	-	657	15
Provision for Future Site Remediation and Reclamation	-	775	3,970
	-	1,788	4,157
Total Expenses	966,743	777,061	825,857
Gain on Disposal of Tangible Capital Assets	-	15,245	28,457
Net Operating Result	$ (916,223)	$ (721,392)	$ (757,855)

The accompanying notes and schedules are part of these financial statements.

MINISTRY OF INFRASTRUCTURE
STATEMENT OF FINANCIAL POSITION
As at March 31, 2009

	(in thousands) 2009	2008 (Note 3)
ASSETS		
Cash and Cash Equivalents	$ 694	$ 483
Accounts Receivable (Note 4)	5,662	5,264
Advances (Note 5)	187	92
Inventories	2,271	1,832
Tangible Capital Assets (Note 6)	2,021,324	1,872,796
	$ 2,030,138	$ 1,880,467
LIABILITIES		
Accounts Payable and Accrued Liabilities	$ 112,136	$ 221,306
Holdbacks Payable	17,921	13,694
Unearned Revenue	2,930	3,340
Liabilities for Future Site Remediation and Reclamation (Note 2b)	45,237	40,314
	$ 178,224	$ 278,654
NET ASSETS		
Net Assets at Beginning of Year, as restated (Note 3a, 3b)	$ 1,601,813	$ 1,546,054
Net Operating Results	(721,392)	(757,855)
Net Financing Provided from General Revenues	971,493	813,614
Net Assets at End of Year	1,851,914	1,601,813
	$ 2,030,138	$ 1,880,467

The accompanying notes and schedules are part of these financial statements.

MINISTRY OF INFRASTRUCTURE
STATEMENT OF CASH FLOWS
Year ended March 31, 2009

	(in thousands) 2009	2008 (Note 3)
Operating Transactions		
Net Operating Result	$ (721,392)	$ (757,855)
Non-cash items included in Net Operating Results		
Amortization of Capital Assets and Consumption of Inventory	66,843	58,877
Gain on Disposal of Tangible Capital Assets	(15,245)	(28,457)
Grants in Kind	22,584	23,690
Donated Tangible Capital Assets	(585)	-
Other	4,148	4,148
Valuation Adjustments	1,788	4,157
	(641,859)	(695,440)
Changes in Working Capital		
(Increase) Decrease in Accounts Receivable	(754)	4,951
(Increase) in Advances	(95)	-
Increase (Decrease) in Accounts Payable and Accrued Liabilities	(109,827)	29,677
Increase (Decrease) in Holdbacks Payable	4,227	(8,876)
Increase (Decrease) in Unearned Revenue	(410)	15
Cash Applied to Operating Transactions	(748,718)	(669,673)
Capital and Inventory Transactions		
Acquisition of Tangible Capital Assets	(225,398)	(179,471)
Purchase of Inventories	(1,995)	(2,359)
Transfer of Tangible Capital Assets to Other Government Entities	1,562	6,331
Proceeds from Disposal of Tangible Capital Assets	3,267	31,992
Cash Applied to Capital and Inventory Transactions	(222,564)	(143,507)
Financing Transactions		
Net Financing Provided from General Revenues	971,493	813,614
Cash Provided by Financing Transactions	971,493	813,614
Increase in Cash and Cash Equivalents	211	434
Cash and Cash Equivalents, Beginning of Year	483	49
Cash and Cash Equivalents, End of Year	$ 694	$ 483

The accompanying notes and schedules are part of these financial statements.

MINISTRY OF INFRASTRUCTURE
NOTES TO THE FINANCIAL STATEMENTS
Year ended March 31, 2009

NOTE 1 AUTHORITY AND PURPOSE

The Ministry of Infrastructure (the "Ministry") operates under the authority of the *Government Organization Act*, Chapter G-10, Revised Statutes of Alberta 2000.

The Minister of Infrastructure (the "Minister") is responsible for working with partners and stakeholders to:

- support the provision of health, learning, and other public infrastructure;
- operate, maintain and preserve government-owned and leased properties;
- provide professional expertise on capital planning, design, construction, procurement, costing, project management and facility evaluation and preservation;
- provide accommodation and realty services to all government ministries, including space planning and leasing as well as the purchase and sale of property; and
- manage the Edmonton and Calgary Transportation and Utility Corridors, the Swan Hills Treatment Centre, and the Natural Gas Rebate Program.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES

These financial statements are prepared in accordance with Canadian generally accepted accounting principles for the public sector as recommended by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants (PSAB). The PSAB financial statement presentation standard for government summary financial statements has been modified to more appropriately reflect the nature of the ministries.

(a) Reporting Entity

The reporting entity is the Ministry of Infrastructure for which the Minister of Infrastructure is accountable. The Ministry Annual Report provides a more comprehensive accounting of the financial position and results of the Ministry's operations for which the Minister is accountable.

All departments of the Government of Alberta operate within the General Revenue Fund (the Fund). The Fund is administered by the Minister of Finance and Enterprise. All cash receipts of departments are deposited into the Fund and all cash disbursements made by departments are paid from the Fund. Net financing provided from General Revenues is the difference between all cash receipts and all cash disbursements made.

(b) Basis of Financial Reporting

Revenues

All revenues are reported on the accrual basis of accounting. Cash received for which goods or services have not been provided by year end is recorded as unearned revenue.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES (continued)

Internal Government Transfers

Internal government transfers are transfers between entities within the government reporting entity where the entity making the transfer does not receive any goods or services directly in return.

Transfers from Government of Canada

Transfers from Government of Canada are recognized as revenue when authorized by federal legislation or federal/provincial agreements, eligibility criteria if any are met and a reasonable estimate of the amounts can be made. Transfers received before the preceding revenue recognition criteria have been met are included in unearned revenue.

Dedicated Revenue

Dedicated Revenue initiatives provide a basis for authorizing spending. Dedicated revenues are shown as credits or recoveries in the details of the Government Estimates for a supply vote. If budgeted revenues are not fully realized, spending is reduced by an equivalent amount. If actual dedicated revenues exceed budget, the Ministry may, with the approval of the Treasury Board, use the excess revenue to fund additional expenses on the program. Schedule 2 discloses information on the Ministry's dedicated revenue initiatives.

Expenses

Directly Incurred

Directly incurred expenses are those costs the Ministry has primary responsibility and accountability for, as reflected in the Government's budget documents.

In addition to program operating expenses like salaries, supplies, etc., directly incurred expenses include:

- amortization of tangible capital assets.
- pension costs which comprise the cost of employer contributions for current service of employees during the year.
- valuation adjustments which include changes in the valuation allowances used to reflect financial assets at their net recoverable or other appropriate value. Valuation adjustments also represent the change in management's estimate of future payments arising from obligations relating to vacation pay, guarantees, indemnities and site remediation.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES (continued)

- government transfers which are transfers of money to an individual, an organization or another government for which the Ministry does not receive any goods or services directly in return. The major types of transfers and corresponding recognition criteria are as follows:
  - grants are recognized as expenses when authorized, eligibility criteria if any are met, and a reasonable estimate of the amounts can be made;
  - entitlements, which are non-discretionary because the amounts and recipients are prescribed, are recognized when eligibility occurs;
  - transfers under shared cost agreements, which are reimbursements of eligible expenditures, are recognized when the expenditures occur.

Incurred by Others

Services contributed by other entities in support of the Ministry operations are disclosed in Schedule 8.

Assets

Financial assets of the Ministry are limited to cash and financial claims, such as advances to and receivables from other organizations, employees and other individuals.

Inventories are valued at lower of cost or replacement cost.

Assets acquired by right are not included. Tangible capital assets of the Ministry are recorded at historical cost and amortized on a straight-line basis over the estimated useful lives of the assets. The threshold for capitalizing new systems development is $100,000 and the threshold for all other tangible capital assets is $5,000. All land is capitalized.

Tangible capital assets of the Ministry include work in progress. These costs are capitalized but not amortized until the asset is in service.

Donated tangible capital assets are recorded at their fair value at the time of contribution.

When physical assets (tangible capital assets and inventories) are gifted or sold for a nominal sum to parties external to the government reporting entity, the fair values of these physical assets, less any nominal proceeds, are recorded as grants in kind.

Liabilities

Liabilities are recorded to the extent that they represent obligations as a result of events and transactions occurring prior to the end of the fiscal year. The settlement of liabilities will result in a sacrifice of economic benefits in the future.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES (continued)

Net Assets

Net assets represents the difference between the carrying value of assets held by the Ministry and its liabilities.

Valuation of Financial Assets and Liabilities

Fair value is the amount of consideration agreed upon in an arm's length transaction between knowledgeable, willing parties who are under no compulsion to act.

The fair values of cash, accounts receivable, advances, accounts payable, accrued liabilities, and holdbacks are estimated to approximate their carrying values because of the short term nature of these instruments.

Measurement Uncertainty
(in thousands)

Measurement uncertainty exists when there is a variance between the recognized or disclosed amount and another reasonably possible amount.

Natural Gas Rebates

Accrued liabilities for Natural Gas Rebates recorded as $23,156 (2008-$133,165) in these financial statements are subject to measurement uncertainty. This amount is calculated based on management's estimate of rebate claims for the period ended March 31, 2009 less claims paid prior to the year-end. The rebate claims received are dependant on the market cost of natural gas and the volume of natural gas consumed. Historical results indicate that actual results may vary from the estimated obligation by as much as 10%.

Site Remediation and Reclamation

Liabilities for Future Site Remediation and Reclamation recorded as $45,237 (2008-$40,314) in these financial statements are subject to measurement uncertainty. This amount is based on consultants' estimates of and historical costs to remediate or reclaim sites as well as expected expenditures on future reclamation activity. Actual costs may vary from these estimates and the variances may be material.

Certain liabilities exist for site remediation and reclamation which are or may be the responsibility of the Ministry. The potential costs relate to restoring building and other sites to acceptable contractual or environmental standards. A list of all potential sites has been compiled. For those sites where remediation is considered likely, a liability has been recorded based on management's best estimates. For all other sites, a reasonable estimate of potential liability cannot be made at this time.

NOTE 3 GOVERNMENT RESTRUCTURING

(in thousands)

During the year, the Ministry restated the financial statements previously presented for the effects of changes resulting from program transfers to other departments of the government and from government reorganization. The financial impact of these changes on net assets is explained further below.

(a) Program Transfers

Effective April 1, 2008 the Ministry of Infrastructure transferred budgetary responsibilities for functional reporting of information technology services to the Ministry of Service Alberta. The 2008 comparatives have been restated as if the Ministry had always been assigned with its current responsibilities. Expenses for 2007-08 were decreased by $1,100 and the Net Financing Provided from General Revenues was decreased by $1,100 resulting in no change in net assets at March 31, 2008.

Effective April 1, 2008 the Ministry of Infrastructure transferred budgetary responsibilities for funding the operations of selected health care facilities to the Ministry of Health and Wellness. The 2008 comparatives have been restated as if the Ministry had always been assigned with its current responsibilities. Expenses for 2007-08 were decreased by $1,840 and the Net Financing Provided from General Revenues was decreased by $1,840 resulting in no change in net assets at March 31, 2008.

(b) Government Reorganization

The Ministry of Infrastructure was established as a result of restructuring of government ministries announced on March 12, 2008.

Comparatives for 2008 have been restated as if the Ministry had always been assigned its current responsibilities.

Net assets on March 31, 2007 of the Ministry of Infrastructure is the Ministry's portion of the net assets of the previous Ministry of Infrastructure and Transportation, as follows:

Net assets of the Ministry of Infrastructure at March 31, 2007	$ 1,546,054
Net assets of the Ministry of Transportation at March 31, 2007	7,601,579
Net assets of the previous Ministry of Infrastructure and Transportation	$ 9,147,633

NOTE 3 GOVERNMENT RESTRUCTURING (continued)

(in thousands)

(c) Discontinued Programs/Operations

During the 2008-09 fiscal year the government has ended the Natural Gas Rebate Program effective March 31, 2009. The Natural Gas Rebate Program provided a rebate to consumers when the price of natural gas exceeded pre-defined thresholds.

The program had no revenues and assets. At March 31, 2009 the accrued liability is estimated at $23,156 to end the program and is expected to be completely paid out by the end of the 2010-11 fiscal year.

	Budget	2009	2008
Natural Gas Rebate Program Expenses	$ 325,000	$ 224,726	$ 329,481

NOTE 4 ACCOUNTS RECEIVABLE

(in thousands)

	2009			2008
	Gross Amount	Allowance for Doubtful Accounts	Net Realizable Value	Net Realizable Value
Swan Hills Treatment Plant	$ 3,064	$ -	$ 3,064	$ 2,971
Rental and Other	3,286	1,018	2,268	999
Refunds from suppliers	-	-	-	827
Cost Recoveries	330	-	330	467
	$ 6,680	$ 1,018	$ 5,662	$ 5,264

Accounts receivable are unsecured and non-interest bearing.

NOTE 5 ADVANCES

(in thousands)

	2009			2008
	Gross Amount	Allowance for Doubtful Accounts	Net Realizable Value	Net Realizable Value
Travel advances	$ 4	$ -	$ 4	$ 3
Other advances	183	-	183	89
	$ 187	$ -	$ 187	$ 92

NOTE 6 TANGIBLE CAPITAL ASSETS

(in thousands)

The cost of assets and the related accumulated amortization for the Ministry are summarized below.

		2009 Historical Cost (1)			
	Estimated Useful Life	Beginning of Year	Additions	Disposals, including write-downs	End of Year
Land	Indefinite	$ 661,895	$ 46,966	$ (7,250)	$ 701,611
Land Improvements	40 years	8,458	1,250	-	9,708
Buildings	40 years	2,101,094	146,358	(12,243)	2,235,209
Equipment	5-40 years	14,588	4,865	(17)	19,436
Computer hardware and software	3-10 years	24,616	796	(1,165)	24,247
Other (2)	3-40 years	80,641	25,748	(1,342)	105,047
		$ 2,891,292	$ 225,983	$ (22,017)	$ 3,095,258
2008 Total (Restated - Note 3)		$ 2,822,341	$ 179,471	$ (110,520)	$ 2,891,292

	2009 Accumulated Amortization				Net Book Value	
	Beginning of Year	Amortization Expense	Effect of Disposals	End of Year	March 31, 2009	March 31, 2008 (Restated - Note 3)
Land	$ -	$ -	$ -	$ -	$ 701,611	$ 661,895
Land Improvements	2,231	249	-	2,480	7,228	6,227
Buildings	970,557	48,984	(7,952)	1,011,589	1,223,620	1,130,537
Equipment	7,286	2,300	(18)	9,568	9,868	7,302
Computer hardware and software	12,854	2,269	(1,032)	14,091	10,156	11,762
Other (2)	25,568	11,485	(847)	36,206	68,841	55,073
	$ 1,018,496	$ 65,287	$ (9,849)	$ 1,073,934	$ 2,021,324	$ 1,872,796
2008 Total (Restated - Note 3)	$ 1,038,613	$ 56,846	$ (76,963)	$ 1,018,496		

(1) Included in the cost of land improvements, buildings, equipment, computer hardware and software is work in progress amounting to $262,253 (2008 - $150,259).

(2) Includes trailers and leasehold improvements.

NOTE 7 CONTRACTUAL OBLIGATIONS

(in thousands)

As at March 31, 2009, the Ministry had the following contractual obligations:

	2009	2008
Capital Investment		
Construction Contracts and Service Agreements	$ 702,788	$ 485,057
Expense		
Maintenance Contracts and Service Agreements	1,118,268	455,551
Grants	379	1,977
Long-term Leases	717,084	699,565
	$ 2,538,519	$ 1,642,150

The aggregate amounts payable for the unexpired terms of these contractual obligations are as follows:

	Capital Investment	Expense			
	Construction Contracts and Service Agreements	Maintenance Contracts and Service Agreements	Grants	Leases	Grand Total
2010	$ 254,467	$ 143,561	$ 379	$ 148,715	$ 547,122
2011	206,871	108,237	-	125,386	440,494
2012	156,065	93,408	-	103,335	352,808
2013	85,385	86,910	-	85,437	257,732
2014		63,109	-	64,752	127,861
Thereafter		623,043	-	189,459	812,502
	$ 702,788	$1,118,268	$ 379	$ 717,084	$ 2,538,519

In addition to the contractual commitments identified above, Alberta Infrastructure has entered into 100 (2008 - 105) contracts with natural gas suppliers to provide rebates to consumers under the Natural Gas Price Protection Act. The obligations associated with these contracts are not included in the amounts disclosed above as the amounts that may be paid under these contracts cannot be estimated and are contingent upon future market rates for natural gas and upon weather conditions that may exist during the rebate period. The expense incurred under these contracts was $ 192,063 (2008 - $298,009).

NOTE 8 SWAN HILLS TREATMENT CENTRE

On December 31, 2000, the buildings and equipment of the Swan Hills Treatment Centre were acquired by the Ministry for one dollar from a subsidiary of Bovar Inc. The facility is operated by the Ministry through a contracted operator and results of operations are included in these financial statements.

In addition, certain lands relating to the Swan Hills Treatment Centre and the associated environmental obligations were transferred to the Ministry effective March 31, 2004.

As a result of an agreement between Ministers of Environment, Infrastructure, and Sustainable Resource Development, the land and responsibilities of the Swan Hills Waste Treatment Centre and related warehouse sites were transferred to the Ministry.

A study was done by an environmental consultant in October 2002 to determine the estimated cost of remediating and monitoring the Swan Hills Treatment Centre site in 2018. During the 2007-2008 fiscal year, an environmental consultant updated the estimate to $62.14 million. The annual provision was increased from $625,000 to $4,148,000 to increase the liability to $62.14 million in 2018.

NOTE 8 SWAN HILLS TREATMENT CENTRE (continued)

(in thousands)

At March 31, 2009 the assets and liabilities of plant operations were as follows:

	2009	2008
Assets		
Accounts Receivable	$ 3,064	$ 2,971
Chemical and parts inventories	2,271	1,832
Capital Assets	14,071	13,052
	$ 19,406	$ 17,855
Liabilities		
Accounts Payable and Accrued Liabilities	$ 4,526	$ 3,871
Deferred Revenue	1,663	2,836
	$ 6,189	$ 6,707

Net operating results from plant operations for the years ended March 31 were as follows:

	2009	2008
Revenue	$ 11,414	$ 10,029
Plant expenses before inventory transactions (1)	29,049	28,839
Consumption of consumable and repair part inventories	1,556	2,032
Amortization (2)	2,552	1,681
	33,157	32,552
Net operating results from plant operations	$ (21,743)	$ (22,523)
Purchase of consumable and repair part inventories	$ 1,995	$ 2,359
Capital investment in plant and equipment	$ 3,571	$ 4,915

(1) The amount reported on Schedule 5 includes expenses for environmental and financial assessments of $138 (208 - $175). Plant costs include a provision of $4,148 for site reclamation and environmental monitoring.

(2) Included in Financial Transactions on Schedule 5.

NOTE 9 TRUST FUNDS UNDER ADMINISTRATION

(in thousands)

The Ministry administers trust funds that are regulated funds consisting of public money over which the Legislature has no power of appropriation. Because the Province has no equity in the funds and administers them for the purpose of various trusts, they are not included in the Ministry's financial statements.

As at March 31, 2009, trust funds under the Ministry's administration were as follows:

	2009	2008
The General Trust Fund	$ 975	$ 833
The Security Deposit Trust Fund	166	163
	$ 1,141	$ 996

The General Trust Fund holds interest bearing securities posted by contractors.
The Security Deposit Trust Fund holds deposits from tenants for rented property.

NOTE 10 CONTINGENT LIABILITIES

(in thousands)

At March 31, 2009 the Ministry is a defendant in thirty nine legal/other claims (2008 - forty-one claims). Twenty-four of these claims have specified amounts totaling $374,592 and the remaining fifteen have no specified amounts (2008 - thirty-four claims with a specified amount of $74,033 and seven with no specified amount). Eight claims amounting to $6,545 (2008 - nine claims amounting to $2,677) are covered by the Alberta Risk Management Fund.

The resulting loss, if any, from these claims cannot be determined.

Certain contingent liabilities may exist for site remediation and reclamation which may be the responsibility of the Ministry. The potential costs relate to contaminated lands purchased for highway construction and to restoring buildings and other sites to acceptable and contractual standards. Except as disclosed in Note 2, the amount of such potential contingent liabilities cannot be reasonably determined and costs for site remediation and reclamation are recognized in the financial statements when work is undertaken.

NOTE 11 DEFINED BENEFIT PLANS

(in thousands)

The Ministry participates in the multi-employer pension plans, Management Employees Pension Plan and Public Service Pension Plan. The Ministry also participates in the multi-employer Supplementary Retirement Plan for Public Service Managers. The expense of these pension plans is equivalent to the annual contributions of $5,340 for the year ended March 31, 2009 (2008 - $ 4,860).

At December 31, 2008, the Management Employees Pension Plan reported a deficiency of $ 568,574 (2007 - $84,341) and the Public Service Pension Plan reported a deficiency of $ 1,187,538 (2007 - $92,509 as restated). At December 31, 2008, the Supplementary Retirement Plan for Public Service Managers had a deficiency of $ 7,111 (2007 - surplus of $1,510).

The Ministry also participates in two multi-employer Long Term Disability Income Continuance Plans. At March 31, 2009, the Bargaining Unit Plan reported an actuarial deficiency of $ 33,540 (2008 - $6,319) and the Management, Opted Out and Excluded Plan an actuarial deficiency of $1,051 (2008 - actuarial surplus of $7,874). The expense for these two plans is limited to employer's annual contributions for the year.

NOTE 12 COMPARATIVE FIGURES

Certain 2008 figures have been reclassified to conform to the 2009 presentation.

NOTE 13 APPROVAL OF FINANCIAL STATEMENTS

The financial statements were approved by the Senior Financial Officer and the Deputy Minister.

MINISTRY OF INFRASTRUCTURE
SCHEDULE TO THE FINANCIAL STATEMENTS
REVENUES
Year ended March 31, 2009

Schedule 1

(in thousands)

	2009		2008
	Budget	Actual	Actual
Transfers from the Government of Canada			
Cost Recoveries and Contributions	$ 22,500	$ -	$ -
Parking and Other Fees			
Civil Service Parking	2,700	3,353	2,956
	2,700	3,353	2,956
Other Revenue			
Refunds of Expenditure	1,400	7,266	8,060
Lethbridge Railway Relocation Project	225	367	-
Swan Hills Treatment Centre	13,000	11,414	10,029
Rentals (Land and Buildings)	10,555	15,802	16,498
Cost Recoveries	-	386	305
Donated Tangible Capital Asset	-	585	-
Miscellaneous	140	1,251	1,697
	25,320	37,071	36,589
	$ 50,520	$ 40,424	$ 39,545

MINISTRY OF INFRASTRUCTURE
SCHEDULE TO THE FINANCIAL STATEMENTS
DEDICATED REVENUE INITIATIVES
For the year ended March 31, 2009
(in thousands)

Schedule 2

	2009		
	Authorized Dedicated Revenues	Actual Dedicated Revenues	(Shortfall)/ Excess
Expense			
Property Rentals (Land & Buildings)	$ 15,255	$ 15,785	$ 530
Swan Hills Treatment Centre	13,000	11,414	(1,586)
	28,255	27,199	(1,056) (1)
Capital Investment			
Alpha House	977	977	-
	$ 977	$ 977	$ -

(1) Shortfall is deducted from current year's authorized budget, as disclosed in Schedules 4 and 5 to the financial statements.

Property Rentals
Rent is charged to agencies of government and other entities which occupy space in government operated buildings or which utilize land owned by government.

Swan Hills Treatment Centre
The private sector is charged for the disposal of hazardous waste.

Alpha House
The Calgary Alpha House Society is contributing to the renovation and expansion of Alpha House in Calgary.

The above dedicated revenues are included in the Statement of Operations.

MINISTRY OF INFRASTRUCTURE
SCHEDULE TO THE FINANCIAL STATEMENTS
EXPENSES - DIRECTLY INCURRED DETAILED BY OBJECT
Year ended March 31, 2009

Schedule 3

(in thousands)

	2009 Budget	2009 Actual	2008 Actual (Note 3)
Voted:			
Salaries, Wages and Employee Benefits	$ 68,017	$ 65,119	$ 60,598
Supplies and Services	346,056	403,087	350,234
Grants	415,670	240,123	351,958
Financial Transactions and Other	65,000	101	33
Amortization of Tangible Capital Assets and Consumption of Inventory	72,000	66,843	58,877
Total Voted Expenses	$ 966,743	$ 775,273	$ 821,700
Statutory:			
Valuation Adjustments			
Provision for Doubtful Accounts	$ -	$ 356	$ 172
Provision for Vacation Pay	-	657	15
Provision for Future Site Remediation and Reclamation	-	775	3,970
	$ -	$ 1,788	$ 4,157

MINISTRY OF INFRASTRUCTURE
SCHEDULE TO THE FINANCIAL STATEMENTS
BUDGET
Year Ended March 31, 2009
(in thousands)

Schedule 4

	2008-2009				
	Estimates	Adjustment (a)	Budget	Authorized Supplementary (b)	Authorized Budget
Revenues					
Transfers from Government of Canada	$ 22,500	$ -	$ 22,500	$ -	$ 22,500
Fees, Permits and Licenses	2,700	-	2,700	-	2,700
Investment Income	-	-	-	-	-
Other Revenue	25,320	5,677	30,997	-	30,997
	50,520	5,677	56,197	-	56,197
Expenses - Directly Incurred					
Voted Expenses					
Ministry Support Services	14,338	-	14,338	-	14,338
Government Operations	429,721	1,150	430,871	7,355	438,226
Other Programs and Services	412,364	(24,696)	387,668	56,288	443,956
Non-Cash Items	110,320	-	110,320	-	110,320
Dedicated Revenue Shortfall (Schedule 2)		(1,056)	(1,056)		(1,056)
	966,743	(24,602)	942,141	63,643	1,005,784
Statutory Expenses					
Valuation Adjustments	-	-	-	-	-
	966,743	(24,602)	942,141	63,643	1,005,784
Net Operating Results	$ (916,223)	$ 30,279	$ (885,944)	$ (63,643)	$ (949,587)
Equipment/Inventory Purchases	$ 10,027	$ -	$ 10,027	$ -	$ 10,027
Capital Investment	$ 459,943	$ 32,541	$ 492,484	$ -	$ 492,484

(a) Adjustments include dedicated revenue increases, dedicated revenue shortfalls, and increases as a result of approved capital carry-over of the 2007-08 unused appropriation, pursuant to the Financial Administration Act, section 28.1.

(b) Supplementary estimates were approved on December 4, 2008.
Treasury Board approval is pursuant to section 24(2) of the *Financial Administration Act* (for net budgeted initiatives).

MINISTRY OF INFRASTRUCTURE
SCHEDULE TO THE FINANCIAL STATEMENTS
COMPARISON OF EXPENSES - DIRECTLY INCURRED, EIP AND CAPITAL INVESTMENT AND STATUTORY EXPENSES
BY ELEMENT TO AUTHORIZED BUDGET
For the year ended March 31, 2009
(in thousands)

Schedule 5

	2008-2009						
	Estimates	Adjustments (a)	Budget	Authorized Supplementary (b)	Authorized Budget	Actual Expense (c)	Unexpended (Over Expended)
Voted Expense, Debt Servicing Costs, EIP and Capital Investments							
1 Ministry Support Services							
1.0.1 Minister's Office	$ 525	$ -	$ 525	$ -	$ 525	$ 558	$ (33)
1.0.2 Deputy Minister's Office	595	-	595	-	595	728	(133)
1.0.3 Communications	559	-	559	-	559	312	247
1.0.4 Strategic Services							
Expense	12,659	-	12,659	-	12,659	10,244	2,415
Equipment/Inventory Purchases	4,365	-	4,365	-	4,365	2,065	2,300
Total Program 1	18,703	-	18,703	-	18,703	13,907	4,796
2 Government Operations							
2.0.1 Property Operations							
Expense	178,870	4,700	183,570	-	183,570	177,804	5,766
Equipment/Inventory Purchases	-	-	-	-	-	47	(47)
2.0.2 Leases							
Expense	152,481	-	152,481	-	152,481	150,631	1,850
2.0.3 Capital and Accommodation Projects							
Expense	42,250	1,150	43,400	2,655	46,055	18,827	27,228
Equipment/Inventory Purchases	-	-	-	-	-	31,920	(31,920)
Capital Investment	399,119	22,053	421,172	-	421,172	107,854	313,318
2.0.4 Government Owned Facilities Preservation							
Expense	28,275	-	28,275	-	28,275	32,558	(4,283)
Capital Investment	9,903	-	9,903	-	9,903	14,441	(4,538)
2.0.5 Land Services							
Expense	1,720	-	1,720	-	1,720	487	1,233
Capital Investment	40,001	(554)	39,447	-	39,447	49,483	(10,036)
2.0.6 Swan Hills Treatment Centre							
Expense	26,125	-	26,125	-	26,125	29,188	(3,063)
Equipment/Inventory Purchases	5,662	-	5,662	-	5,662	5,568	94
Total Program 2	884,406	27,349	911,755	2,655	914,410	618,808	295,602
3 Other Programs And Services							
3.0.1 Natural Gas Rebates	325,300	-	325,300	54,700	380,000	224,726	155,274
3.0.2 Capital for Emergent Projects							
Expense	52,050	(24,696)	27,354	1,588	28,942	3,709	25,233
Capital Investment	10,920	11,042	21,962	-	21,962	16,533	5,429
3.0.3 Program Services							
Expense	35,014	-	35,014	-	35,014	36,074	(1,060)
Equipment/Inventory Purchases	-	-	-	-	-	67	(67)
Total Program 3	423,284	(13,654)	409,630	56,288	465,918	281,109	184,809
4 Non-Cash Items							
4.0.1 Amortization of Capital Assets	70,000		70,000	-	70,000	65,287	4,713
4.0.2 Consumption of Inventories	2,000		2,000	-	2,000	1,556	444
4.0.3 Nominal Sum Disposals	38,320	-	38,320	-	38,320	22,584	15,736
Total Program 4	110,320	-	110,320	-	110,320	89,427	20,893
Dedicated Revenue Shortfall (Schedule 2)	-	(1,056)	(1,056)	-	(1,056)	-	(1,056)
Grand Total	$ 1,436,713	$ 12,639	$ 1,449,352	$ 58,943	$ 1,508,295	$ 1,003,251	$ 505,044
Expense	$ 966,743	$ (19,902)	$ 946,841	$ 58,943	$ 1,005,784	$ 775,273	$ 230,511
Equipment/Inventory Purchases	10,027	-	10,027	-	10,027	39,667	(29,640)
	976,770	(19,902)	956,868	58,943	1,015,811	814,940	200,871
Capital Investment	459,943	32,541	492,484		492,484	188,311	304,173
	$ 1,436,713	$ 12,639	$ 1,449,352	$ 58,943	$ 1,508,295	$ 1,003,251	$ 505,044

MINISTRY OF INFRASTRUCTURE
SCHEDULE TO THE FINANCIAL STATEMENTS
COMPARISON OF EXPENSES - DIRECTLY INCURRED, EIP AND CAPITAL INVESTMENT AND STATUTORY EXPENSES
BY ELEMENT TO AUTHORIZED BUDGET
For the year ended March 31, 2009
(in thousands)

Schedule 5
(continued)

	2008-2009						
	Estimates	Adjustments (a)	Budget	Authorized Supplementary (b)	Authorized Budget	Actual Expense (c)	Unexpended (Over Expended)
Statutory Expense							
Valuation Adjustments							
Provision for Doubtful Accounts	$ -	$ -	$ -	$ -	$ -	$ 356	$ (356)
Provision for Vacation Pay	-	-	-	-	-	657	(657)
Provision for Future Site Remediation and Reclamation	-	-	-	-	-	775	(775)
	$ -	$ -	$ -	$ -	$ -	$ 1,788	$ (1,788)

(a) Adjustments include dedicated revenue increases, dedicated revenue shortfalls, and increases as a result of approved capital carry-over of the 2007-08 unused appropriation, pursuant to the Financial Administration Act, section 28.1.

(b) Supplementary estimate was approved on December 4, 2008.
Treasury Board approval is pursuant to section 24(2) of the *Financial Administration Act* (for net budgeted initiatives).

(c) Includes Achievement bonus of $ 1,552.

MINISTRY OF INFRASTRUCTURE
SCHEDULE TO THE FINANCIAL STATEMENTS
SALARY AND BENEFITS DISCLOSURE
Year ended March 31, 2009

Schedule 6

	2009				2008
	Base Salary (1)	Other Cash Benefits (2)	Other Non-cash Benefits (3)	Total	Total
Deputy Minister [4]	$ 256,945	$ 57,000	$ 62,011	$ 375,956	$ 367,725
Current Executives					
Assistant Deputy Minister, Properties	177,828	28,452	9,404	215,684	202,824
Assistant Deputy Minister, Capital Projects [5]	154,754	21,225	38,439	214,418	240,725
Assistant Deputy Minister, Policy and Corporate Services [6]	156,887	20,833	37,823	215,543	233,773
Executive Director, Finance [7]	145,572	23,292	35,688	204,552	192,078
Executive Director, Human Resources [7]	145,572	21,836	35,688	203,096	192,160

Prepared in accordance with Treasury Board Directive 12/98 as amended.

Total salary and benefits related to a position are disclosed.

(1) Base salary includes pensionable base pay.
(2) Other cash benefits include bonuses, vacation payouts, and lump sum payments.
(3) Other non-cash benefits include government's share of all employee benefits and contributions or payments made on behalf of employees including pension, supplementary retirement plans, health care, dental coverage, group life, insurance, short and long term disability plans, professional memberships and tuition fees.
(4) Automobile provided, no dollar amount included in non-cash benefits figures.
(5) From March to June, 2008 various management staff were acting in the position. The incumbent was appointed to this position in June, 2008.
(6) The incumbent's services are shared with the Ministry of Transportation which contributes its own share of the cost of salary and benefits. Full salary and benefits are disclosed in this Schedule. From April to June, 2008 various management staff were acting in the position. The incumbent was appointed to this position in June, 2008.
(7) The incumbent's services are shared with the Ministry of Transportation which contributes its own share of the cost of salary and benefits. Full salary and benefits are disclosed in this Schedule.

MINISTRY OF INFRASTRUCTURE
SCHEDULE TO THE FINANCIAL STATEMENTS
RELATED PARTY TRANSACTIONS
Year ended March 31, 2009
(in thousands)

Schedule 7

Related parties are those entities consolidated or accounted for on the modified equity basis in the Province of Alberta's financial statements. Related parties also include management in the Department.

The Ministry and its employees paid or collected certain taxes and fees set by regulation for permits, licenses and other charges. These amounts were incurred in the normal course of business, reflect charges applicable to all users, and have been excluded from this Schedule.

The Ministry had the following transactions with related parties recorded on the Statement of Operations and the Statement of Financial Position at the amount of consideration agreed upon between the related parties:

	Other Entities	
	2009	2008 (Note 3)
Revenues		
Parking/Rental	$ 3,461	$ 2,527
SUCH Sector Entities	852	715
Swan Hills Treatment Centre	480	480
	$ 4,793	$ 3,722
Expenses - Directly Incurred		
Business and Technology Services	$ 1,811	$ 1,124
SUCH Sector Entities	5,238	4,565
Insurance	1,945	1,868
	$ 8,994	$ 7,557
Accounts Receivable from SUCH[1] Sector Entities	$ 298	$ 181
Accounts Payable to SUCH[1] Sector Entities	$ 1,023	$ 459
Nominal Sum Disposals to SUCH[1] Sector Entities	$ 22,584	$ 23,509
Proceeds on sale of net Tangible Capital Assets Sold to SUCH Sector Entities	$ -	$ 3,091
Accounts Receivable	$ 406	$ -
Net Tangible Capital Assets Transferred	$ 1,562	$ 6,331

[1] SUCH - Schools, Universities, Colleges and Hospitals

MINISTRY OF INFRASTRUCTURE
SCHEDULE TO THE FINANCIAL STATEMENTS
RELATED PARTY TRANSACTIONS
Year ended March 31, 2009
(in thousands)

The Ministry also had the following transactions with related parties for which no consideration was exchanged. The amounts for these related party transactions are estimated based on the costs incurred by the service provider to provide the service. These expense amounts are not recorded in the financial statements but are disclosed in Schedule 8.

	Other Entities	
	2009	2008 (Note 3)
Revenue		
Accommodation	$ 344,891	$ 312,165
Expenses - Incurred by Others (Schedule 8)		
Accommodation	$ 2,479	$ 1,233
Air Transportation/Executive Vehicles	196	173
Business Services	4,153	4,142
Internal Audit	30	114
Legal	1,077	1,107
	$ 7,935	$ 6,769

MINISTRY OF INFRASTRUCTURE
SCHEDULE TO THE FINANCIAL STATEMENTS
ALLOCATED COSTS
Year ended March 31, 2009
(in thousands)

Schedule 8

	2009								2008
		Expenses - Incurred by Others			Valuation Adjustments (5)				
Program	Expenses (1)	Accommo-dation Costs (2)	Business Services (3)	Legal Services (4)	Vacation Pay	Doubtful Accounts	Others	Expenses	Expenses (Note 3)
Ministry Support Services	$ 11,842	$ 433	$ 4,379	$ 364	$ (48)	$ -	$ -	$ 16,970	$ 15,103
Government Operations	409,495	1,016	-	713	172	356	775	412,527	363,420
Other Programs and Services	264,509	1,030	-	-	533	-	-	266,072	371,534
Non-Cash Items	89,427	-	-	-	-	-	-	89,427	82,568
	$ 775,273	$ 2,479	$ 4,379	$ 1,077	$ 657	$ 356	$ 775	$ 784,996	$ 832,625

(1) Expenses - Directly Incurred as per Statement of Operations, excluding valuation adjustments

(2) Cost shown for Accommodation (includes grants in lieu of taxes) on Schedule 7, allocated by number of employees in program.

(3) Costs shown for Business Services include charges for financial and information technology support, vehicles and air transportation.

(4) Cost shown for Legal Services on Schedule 7, allocated by estimated costs incurred by each program.

(5) Valuation Adjustments as per Statement of Operations. Employee Benefits and Doubtful Accounts and Others provision included in Valuation Adjustments were allocated as follows:
- Vacation Pay - allocated to the program by employee,
- Doubtful Accounts Provision - estimated allocation to program.

Alphabetical List of Entities' Financial Statements in Ministry 2008-09 Annual Reports

ENTITIES INCLUDED IN THE CONSOLIDATED GOVERNMENT REPORTING ENTITY

Ministry, Department, Fund or Agency	*Ministry Annual Report*
Access to the Future Fund	Advanced Education and Technology
Agriculture Financial Services Corporation	Agriculture and Rural Development
Alberta Alcohol and Drug Abuse Commission	Health and Wellness
Alberta Cancer Prevention Legacy Fund	Finance and Enterprise
Alberta Capital Finance Authority	Finance and Enterprise
Alberta Energy and Utilities Board[1]	Energy
Alberta Enterprise Corporation[2]	Advanced Education and Technology
Alberta Foundation for the Arts	Culture and Community Spirit
Alberta Gaming and Liquor Commission	Solicitor General and Public Security
Alberta Heritage Foundation for Medical Research Endowment Fund	Finance and Enterprise
Alberta Heritage Savings Trust Fund	Finance and Enterprise
Alberta Heritage Scholarship Fund	Finance and Enterprise
Alberta Heritage Science and Engineering Research Endowment Fund	Finance and Enterprise
Alberta Historical Resources Foundation	Culture and Community Spirit
Alberta Insurance Council	Finance and Enterprise
Alberta Investment Management Corporation[3]	Finance and Enterprise
Alberta Livestock and Meat Agency[4]	Agriculture and Rural Development
Alberta Local Authorities Pension Plan Corporation	Finance and Enterprise
Alberta Pensions Administration Corporation	Finance and Enterprise
Alberta Petroleum Marketing Commission	Energy
Alberta Research Council Inc.	Advanced Education and Technology
Alberta Risk Management Fund	Finance and Enterprise
Alberta School Foundation Fund	Education
Alberta Securities Commission	Finance and Enterprise
Alberta Social Housing Corporation	Housing and Urban Affairs
Alberta Sport, Recreation, Parks and Wildlife Foundation	Tourism, Parks and Recreation
Alberta Treasury Branches	Finance and Enterprise
Alberta Utilities Commission[1]	Energy
ATB Insurance Advisors Inc.	Finance and Enterprise
ATB Investment Management Inc.	Finance and Enterprise
ATB Investment Services Inc.	Finance and Enterprise
ATB Securities Inc.	Finance and Enterprise
Child and Family Services Authorities:	Children and Youth Services
Calgary and Area Child and Family Services Authority	
Central Alberta Child and Family Services Authority	
East Central Alberta Child and Family Services Authority	
Edmonton and Area Child and Family Services Authority	
North Central Alberta Child and Family Services Authority	
Northeast Alberta Child and Family Services Authority	
Northwest Alberta Child and Family Services Authority	
Southeast Alberta Child and Family Services Authority	
Southwest Alberta Child and Family Services Authority	
Métis Settlements Child and Family Services Authority	

ENTITIES INCLUDED IN THE CONSOLIDATED GOVERNMENT REPORTING ENTITY

Ministry, Department, Fund or Agency	*Ministry Annual Report*
C-FER Technologies (1999) Inc.	Advanced Education and Technology
Climate Change and Emissions Management Fund[5]	Environment
Credit Union Deposit Guarantee Corporation	Finance and Enterprise
Colleges:	Advanced Education and Technology
Alberta College of Art and Design	
Bow Valley College	
Grande Prairie Regional College	
Grant MacEwan College	
Keyano College	
Lakeland College	
Lethbridge Community College	
Medicine Hat College	
Mount Royal College	
NorQuest College	
Northern Lakes College	
Olds College	
Portage College	
Red Deer College	
Department of Advanced Education and Technology	Advanced Education and Technology
Department of Agriculture and Rural Development	Agriculture and Rural Development
Department of Children and Youth Services	Children and Youth Services
Department of Culture and Community Spirit	Culture and Community Spirit
Department of Education	Education
Department of Energy	Energy
Department of Finance and Enterprise	Finance and Enterprise
Department of Environment	Environment
Department of Health and Wellness	Health and Wellness
Department of Housing and Urban Affairs	Housing and Urban Affairs
Department of Municipal Affairs	Municipal Affairs
Department of Seniors and Community Supports	Seniors and Community Supports
Department of Solicitor General and Public Security	Solicitor General and Public Security
Department of Sustainable Resource Development	Sustainable Resource Development
Department of Tourism, Parks and Recreation	Tourism, Parks and Recreation
Energy Resources Conservation Board[4]	Energy
Environmental Protection and Enhancement Fund	Sustainable Resource Development
Gainers Inc.	Finance and Enterprise
Government House Foundation	Culture and Community Spirit
Historic Resources Fund	Culture and Community Spirit
Human Rights, Citizenship and Multiculturalism Education Fund	Culture and Community Spirit
iCORE Inc.	Advanced Education and Technology
Lottery Fund	Solicitor General and Public Security
Ministry of Aboriginal Relations[6]	Aboriginal Relations
Ministry of Advanced Education and Technology	Advanced Education and Technology
Ministry of Agriculture and Rural Development	Agriculture and Rural Development

ENTITIES INCLUDED IN THE CONSOLIDATED GOVERNMENT REPORTING ENTITY

Ministry, Department, Fund or Agency	*Ministry Annual Report*
Ministry of Children and Youth Services	Children and Youth Services
Ministry of Culture and Community Spirit	Culture and Community Spirit
Ministry of Education	Education
Ministry of Employment and Immigration[6]	Employment and Immigration
Ministry of Energy	Energy
Ministry of Environment	Environment
Ministry of Executive Council[5]	Executive Council
Ministry of Finance and Enterprise	Finance and Enterprise
Ministry of Health and Wellness	Health and Wellness
Ministry of Housing and Urban Affairs	Housing and Urban Affairs
Ministry of Infrastructure[6]	Infrastructure
Ministry of International and Intergovernmental Relations[6]	International, and Intergovernmental Relations
Ministry of Justice[6]	Justice
Ministry of Municipal Affairs	Municipal Affairs
Ministry of Seniors and Community Supports	Seniors and Community Supports
Ministry of Service Alberta[6]	Service Alberta
Ministry of Solicitor General and Public Security	Solicitor General and Public Security
Ministry of Sustainable Resource Development	Sustainable Resource Development
Ministry of Tourism, Parks, and Recreation	Tourism, Parks, and Recreation
Ministry of Transportation[6]	Transportation
Ministry of the Treasury Board[6]	Treasury Board
N.A. Properties (1994) Ltd.	Finance and Enterprise
Natural Resources Conservation Board	Sustainable Resource Development
Persons with Developmental Disabilities Community Boards:	Seniors and Community Supports
Calgary Region Community Board	
Central Region Community Board	
Edmonton Region Community Board	
Northeast Region Community Board	
Northwest Region Community Board	
South Region Community Board	
Provincial Judges and Masters in Chambers Reserve Fund	Finance and Enterprise
Regional Health Authorities and Provincial Health Boards:	Health and Wellness
Alberta Cancer Board	
Alberta Mental Health Board	
Aspen Regional Health Authority	
Calgary Health Region	
Capital Health	
Chinook Regional Health Authority	
David Thompson Regional Health Authority	
East Central Health	
Health Quality Council of Alberta	
Northern Lights Health Region	
Peace Country Health	
Palliser Health Region	
Safety Codes Council	Municipal Affairs
School Boards and Charter Schools:	Education
Almadina School Society	

ENTITIES INCLUDED IN THE CONSOLIDATED GOVERNMENT REPORTING ENTITY

Ministry, Department, Fund or Agency	*Ministry Annual Report*
Aspen View Regional Division No. 19	
Aurora School Ltd.	
Battle River Regional Division No. 31	
Black Gold Regional Division No. 18	
Boyle Street Education Centre	
Buffalo Trail Public Schools Regional Division No. 28	
Calgary Arts Academy Society	
Calgary Girls' School Society	
Calgary Roman Catholic Separate School District No. 1	
Calgary School District No. 19	
Calgary Science School Society	
Canadian Rockies Regional Division No. 12	
CAPE-Centre for Academic and Personal Excellence Institute	
Chinook's Edge School Division No. 73	
Christ the Redeemer Catholic Separate Regional Division No. 3	
Clearview School Division No. 71	
East Central Alberta Catholic Separate Schools Regional Division No. 16	
East Central Francophone Education Region No. 3	
Edmonton Catholic Separate School District No. 7	
Edmonton School District No. 7	
Elk Island Catholic Separate Regional Division No. 41	
Elk Island Public Schools Regional Division No. 14	
Evergreen Catholic Separate Regional Division No. 2	
FFCA Charter School Society	
Foothills School Division No. 38	
Fort McMurray Roman Catholic Separate School District No. 32	
Fort McMurray School District No. 2833	
Fort Vermilion School Division No. 52	
Golden Hills School Division No. 75	
Grande Prairie Public School District No. 2357	
Grande Prairie Roman Catholic Separate School District No. 28	
Grande Yellowhead Regional Division No. 35	
Grasslands Regional Division No. 6	
Greater North Central Francophone Education Region No. 2	
Greater Southern Public Francophone Education Region No. 4	
Greater Southern Separate Catholic Francophone Education Region No. 4	
Greater St. Albert Catholic Regional Division No. 29	
High Prairie School Division No. 48	
Holy Family Catholic Regional Division No. 37	
Holy Spirit Roman Catholic Separate Regional Division No. 4	
Horizon School Division No. 67	
Lakeland Roman Catholic Separate School District No. 150	
Lethbridge School District No. 51	
Living Waters Catholic Regional Division No. 42	
Livingstone Range School Division No. 68	
Medicine Hat Catholic Separate Regional Division No. 20	

ENTITIES INCLUDED IN THE CONSOLIDATED GOVERNMENT REPORTING ENTITY

Ministry, Department, Fund or Agency	*Ministry Annual Report*
Medicine Hat School District No. 76	
Moberly Hall School Society	
Mother Earth's Children's Charter School Society	
New Horizons Charter School Society	
Northern Gateway Regional Division No. 10	
Northern Lights School Division No. 69	
Northland School Division No. 61	
Northwest Francophone Education Region No. 1	
Palliser Regional Division No. 26	
Parkland School Division No. 70	
Peace River School Division No. 10	
Peace Wapiti School Division No. 76	
Pembina Hills Regional Division No. 7	
Prairie Land Regional Division No. 25	
Prairie Rose School Division No. 8	
Red Deer Catholic Regional Division No. 39	
Red Deer School District No. 104	
Rocky View School Division No. 41	
St. Albert Protestant Separate School District No. 6	
St. Paul Education Regional Division No. 1	
St. Thomas Aquinas Roman Catholic Separate Regional Division No. 38	
Sturgeon School Division No. 24	
Suzuki Charter School Society	
Westmount Charter School Society	
Westwind School Division No. 74	
Wetaskiwin Regional Division No. 11	
Wild Rose School Division No. 66	
Wolf Creek School Division No. 72	
Supplementary Retirement Plan Reserve Fund	Finance and Enterprise
Technical Institutes and The Banff Centre:	Advanced Education and Technology
Northern Alberta Institute of Technology	
Southern Alberta Institute of Technology	
The Banff Centre for Continuing Education	
Universities:	Advanced Education and Technology
Athabasca University	
The University of Alberta	
The University of Calgary	
The University of Lethbridge	
Victims of Crime Fund	Solicitor General and Public Security
The Wild Rose Foundation	Culture and Community Spirit

ENTITIES NOT INCLUDED IN THE CONSOLIDATED GOVERNMENT REPORTING ENTITY

Fund or Agency	*Ministry Annual Report*
Alberta Foundation for Health Research	Advanced Education and Technology
Alberta Heritage Foundation for Medical Research	Advanced Education and Technology
Alberta Heritage Foundation for Science and Engineering Research	Advanced Education and Technology
Alberta Teachers' Retirement Fund Board	Education
Improvement Districts' Trust Account	Municipal Affairs
Local Authorities Pension Plan	Finance and Enterprise
Long-Term Disability Income Continuance Plan - Bargaining Unit	Treasury Board
Long-Term Disability Income Continuance Plan - Management, Opted Out and Excluded	Treasury Board
Management Employees Pension Plan	Finance and Enterprise
Provincial Judges and Masters in Chambers (Registered) Pension Plan	Finance and Enterprise
Public Service Management (Closed Membership) Pension Plan	Finance and Enterprise
Public Service Pension Plan	Finance and Enterprise
Special Areas Trust Account	Municipal Affairs
Special Forces Pension Plan	Finance and Enterprise
Supplementary Retirement Plan for Public Service Managers	Finance and Enterprise
Workers' Compensation Board	Employment and Immigration

Footnotes:

[1] Effective January 1, 2008, the Alberta Energy and Utilities Board was realigned into two separate regulatory bodies: the Alberta Utilities Commission and the Energy Resources Conservation Board.
[2] The Act was proclaimed and came into force on December 5, 2008.
[3] Began operations July 1, 2008.
[4] Incorporated on January 29, 2009
[5] Began operations July 1, 2007.
[6] Ministry includes only the departments so separate financial statements are not necessary.

Note to Readers:

Copies of this annual report are also available on the Alberta Infrastructure website or by contacting:

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